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Introduction

Oregon State University’s Finance and Administration department is a wide-ranging group whose work touches every student, faculty member and employee at the University. Administering an initial budget of $827 million and revenues of $763 million in Fiscal Year 2012, the F&A team works hard to keep costs down while providing students and colleges with the highest levels of customer service. In 2011 the Oregon University System states that OSU has the lowest administrative costs among our national higher-education peer group as well as the lowest of all Oregon universities. The Fiske Guide to Colleges 2013 declared Oregon State University a “best value” college – the only Oregon school to be recognized this year.

The 2012 F&A Annual Report highlights Finance and Administration’s role as a service organization at the University and our efforts to continually improve the way we operate in order to keep costs down, even as OSU continues to grow. As you read over the report, you will see that the work of Finance and Administration is a direct reflection of the amazing education and research being done at Oregon State University.

Sincerely,
Mark McCambridge
Vice President for Finance & Administration

Finance & Administration By the Numbers (Fiscal Year 2012):

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Budget Administered</td>
<td>$827 million</td>
</tr>
<tr>
<td>Total Revenue in 2011</td>
<td>$763 million</td>
</tr>
<tr>
<td>Number of Payroll Checks Written</td>
<td>Over 132,000</td>
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<tr>
<td>Total Payroll Costs</td>
<td>Nearly $520 million</td>
</tr>
<tr>
<td>Number of Buildings Insured and Maintained</td>
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<tr>
<td>Number of Employees Insured with Liability / Workers Comp</td>
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<tr>
<td>Number of Students Insured with Liability Coverage</td>
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<tr>
<td>Number of Fleet Vehicles Insured</td>
<td>557 (valued at over $10 million)</td>
</tr>
<tr>
<td>Value of Oceanic Research Equipment Insured</td>
<td>Nearly $24 million</td>
</tr>
<tr>
<td>Number of Staff Insured for International Travel</td>
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</tbody>
</table>
Executive Summary:

Finance and Administration at Oregon State University consists of eight units — Administrative Services, Budget and Fiscal Planning, Business Affairs, Business Services, Conference Services, Facilities Services, Human Resources and Public Safety — that together have an incalculable financial impact and touch every student and employee. Finance and Administration supports the university’s core mission through collaborative and entrepreneurial stewardship of public, human, business and facilities resources. It maintains stewardship of the university’s resources through a sound internal control structure and by ensuring that financial statements are prepared in compliance with generally accepted accounting principles and Oregon University System (OUS) policies.

The work of each Finance and Administration unit has direct impacts that extend across campus, the local and regional community, the state of Oregon, the nation and the world. Their work also supports the university’s three signature areas: Advancing the Science of Sustainable Earth Ecosystems, Improving Human Health and Wellness and Promoting Economic Growth and Social Progress.

Advancing the Science of Sustainable Earth Ecosystems

Oregon State was nationally recognized in the Princeton Review’s 2012 Green Rating Honor Roll, the only university in Oregon to earn the distinction for creating a healthy and more sustainable campus life. That includes multiple facets of the university’s operations. Finance and Administration units are continually working to improve sustainable practices and be more environmentally friendly.

Business Affairs encourages vendors to do business with us online and accept electronic payments, and 88 percent of employees are now paid via direct deposit. Business Affairs is working with the Office of Human Resources, Business Centers and colleges on a project that will eliminate many paper forms. Business Services partners with the Oregon Beverage Recycling Cooperative, supports zero-waste strategies at events and has increased campus per-capita recycling by 6 percent over 2011.

The Motor Pool manages a fleet of 380 passenger vehicles and 80 passenger vans to encourage carpooling and reduce trips. The Motor Pool includes eight electric vehicles and two compressed natural gas cars, and Motor Pool staff recycles oil, water, batteries and packaging. Printing and Mailing became Forest Stewardship Council Chain-of-Custody Certified, promoting transparency in the processing and use of sustainable paper products. Surplus Property encourages the reuse and sale of obsolete equipment, returning more than $500,000 back to departments.

Facilities Services’ development of the Energy Center increased efficiency, significantly reduced utility costs and cut overall energy use. The Energy Center provides 100 percent of the steam required for heat and hot water, along with up to half of the electricity consumed on campus. Major systems upgrades and ongoing equipment replacement prevents failures and negative environmental impacts. The Energy Center manages air discharges, storm water runoff, aboveground and underground fuel storage, site cleanups and wetland mitigation.

The OSU Sustainability Office secured $750,000 in federal stimulus funding and used it to execute nineteen energy efficiency projects around campus. To make biking easier, we installed nearly 600 new bike racks, many of which are covered, and pushed OSU into a designation as one of the top ten bike-friendly campuses in the nation. Through a US Department of Energy project, OSU received 14 level-two electric vehicle charging stations on campus. OSU was nationally recognized in the Princeton Review’s 2012 Green Rating Honor Roll, the only university in Oregon to earn the distinction for creating a healthy and more sustainable campus life.
To encourage sustainable growth of the university and community, F&A participates in the Collaboration Corvallis effort between OSU and the City of Corvallis. Several work groups have been formed to address transportation and parking, neighborhood planning and neighborhood livability issues.

**Improving Human Health and Wellness**

Through policies, training, facility improvements, cultural programs and volunteerism, Finance and Administration employees promote and improve the health and wellness of everyone at Oregon State University and many in our community. Business Services updated the contracting process to encourage purchases from Minority, Women-Owned and Emerging Small Businesses. Facilities Services installed eight welcome kiosk maps around campus, helping orient visitors in a visually appealing and accessible manner. Along with efforts from all Finance and Administration departments, Facilities Services was instrumental in new construction — Linus Pauling Science Center, Hallie Ford Center, International Living-Learning Center — and renovating historical buildings to accommodate growth on campus and provide healthy environments for learning. This resulted in three awards from the Corvallis Historic Resources Commission. Facilities Services spent more than $3 million on accessibility improvements across campus, including classroom upgrades and Americans With Disabilities Act (ADA) compliant paths of travel.

Facilities Services enhances the health and safety of everyone on campus by maintaining medical first responders and certified first observers trained to report potential incidents of terrorism; education and equipment inspection for fire prevention; development of the university’s first Mobile Emergency Operations Center; and an emergency response trailer for fast response to hazardous material spills. Facilities Services provides asbestos abatement as needed for remodels and renovations of academic and administrative space; mans an unsafe conditions reporting hotline; trains faculty and staff in safety requirements related to granting agency and regulatory rules; and tests and inspects 102 fume hoods and 902 autoclaves to ensure laboratory safety.

The Environmental Health and Safety (EH&S) team annually audits 30 biosafety laboratories to ensure safety compliance and trains users on equipment that can decontaminate a room where bio-hazardous materials have been used. The team hosts quarterly seminars for research staff focused on health and safety procedures and tools. In 2011-12, EH&S collected and removed 146 gallons of radioactive waste and processed 187,100 pounds of hazardous waste from Oregon State research labs. Facilities Services coordinated with a number of state emergency services to host a biosafety, security and emergency response drill on campus.

The Office of Human Resources focuses on health and wellness by working with Business Center staff to develop new and updated processes and policies related to employee leave, safety, salary and equity increases and work/life balance. Human Resources has developed a number of training and professional development programs to increase flexibility and accessibility of programs, including customized online training, a streamlined core curriculum program for managers and supervisors, one-on-one performance coaches and expanded new employee and benefits workshops. The Journey Into Leadership program, now in its tenth year, educates 40 employees annually, resulting in improved career progress, job satisfaction, employee retention and work/life balance.

The Department of Public Safety (DPS) operates the university’s Emergency Notification System, directly contacting students, faculty and staff across campus when an emergency arises. DPS officers cover personal and property safety at new student orientation. The department helps keep campus safe by offering services such as fingerprinting, background and DMV checks, and it prevents theft by registering bicycles, computers and electronics. DPS coordinates with the Oregon State Police (OSP) to provide
additional troopers for security during home sporting events. DPS uses professional and student officers to patrol and report incidents, often resulting in apprehension of perpetrators. DPS has identified and is currently training more than 500 people as campus security authorities to prevent and report crimes against underage people, in compliance with the Jeanne Clery Act.

Finance and Administration units come together to host OSU Training Days, which in fall 2011 provided 52 unique training sessions to more than 500 employees over two days, an increase of 34 percent over the prior year. Session topics range from computer skills to retirement information.

As a group, Finance and Administration enhances the wellness of people in our communities. Overall in 2011-12, F&A employees have logged more than 500 volunteer hours, raised no less than $22,000 and collected about 70,000 pounds of food and donated items for wide range of charitable organizations. Facilities Services employees adopted two local groups for outreach and was instrumental in bringing to campus the ’11 Up’ September 11 memorial sculpture. EH&S employees organized several external groups in an event assisting the Children’s Book Bank in Portland. Facilities Services partnered with the Campus Safety Health & Environmental Management Association on a project which helps developing nations in Africa and the Middle East with biosafety and public health programs. Conference Services’ LaSells Stewart Center offers a local home to many performance groups, including the Corvallis-OSU Symphony Orchestra; it provides exposure to over 450 artists each year at the Giustina Art Gallery; and in 2011-12 provided $40,000 worth of services to local arts organizations, benefiting the community through cultural programs.

**Promoting Economic Growth and Social Progress**

The work that Finance and Administration does to promote economic growth is the easiest to see. Oregon State’s Business Center improvements have increased efficiency, saved money, improved employee satisfaction, and the Business Center concept has become a national model for shared business services at other universities around the country. Budget and Fiscal Planning offers information, tools and planning assistance to help the campus community proactively manage individual budgets and expenses. Business Affairs supports colleges through more than 15 audits each year related to grant outcomes and other university business. Business Affairs also offers various training programs to help employees understand how to use available systems and tools to improve efficiency. Business Services has developed programs to reduce and identify fraud, recovering at least $20,000 in 2011-12, and also created a for-credit personal finance class for students.

Business Services offers a number of employment opportunities for student workers, teaching them transferable business skills at the same time. It managed more than $200 million in procurement contracts, ensuring policy adherence and financial responsibility, and organized financing to acquire new property to accommodate growth. Business Services directly managed the purchase of goods and services worth more than $50 million and notably helped colleges responsibly spend more than $6.5 million on high-value research equipment. Printing and Mailing meets the varied printing needs of the university and created a process to ensure printed materials comply with Oregon State’s brand identity guidelines. Risk Management oversees $7.2 billion in property insurance coverage and finds creative solutions to the university’s unique insurance needs while helping reduce overall spending. Business Services and Facilities Services worked together with other Finance and Administration units to stay on budget and take the 150,000-square-foot International Living-Learning Center from groundbreaking to grand opening in just 18 months.
Conference Services directly assists colleges with hosting academic conferences both at Oregon State and at other locations, generating more than $800,000 in registration fees and returning profits to the sponsoring organizations. Transit and Parking Services has made it easier to park on campus with ten new pay-and-display machines and online permit sales. The Office of Human Resources consolidated services within the Business Centers for improved efficiency and reduced costs. It implemented a new online employee evaluation process for certain positions that provides better reporting and transparency. Human Resources also worked with the OUS on a review of the classification and compensation system for classified employees, and it is currently working on a program to support better processes for recruiting and retaining a diverse, high-quality workforce.

Finance and Administration staff supports Corvallis’ da Vinci Days Festival in both professional and volunteer capacities. The three-day event held on the OSU campus promotes innovation in the arts and sciences, brings people to Corvallis and enhances Oregon State University’s public reputation. Employees from all Finance and Administration units work to organize the logistics of the festival, create the infrastructure, provide extra security and divert waste from landfills by supporting recycling and compost efforts.

All Finance and Administration units, along with departments across campus, came together to overcome a myriad of logistical challenges and host a successful Commencement event in 2012. With First Lady Michelle Obama as keynote speaker and more than 32,000 guests in attendance, this was the largest single event outside of athletics that Oregon State has ever hosted.

Although Finance and Administration’s overall impacts in support of Oregon State University students, employees and communities are difficult to quantify, we are happy to share some of this year’s highlights in this report. For more information about Finance and Administration, please visit our website: oregonstate.edu/fa.
Impact to Campus

Administrative Services

- **Ongoing Business Center Improvements for Better Customer Service, Increased Efficiency:** During the last five years, Oregon State has moved seven Business Centers from planning to implementation. **Moving financial, administrative and human resource services closer to the customer** was a major change for the university and we have learned a lot in the process. Business Centers perform tasks previously supplied by colleges, departments or central administrative services personnel. The goal is to provide a **timely and improved customer service experience** for students, staff, faculty and others associated with Oregon State.

  - Process improvements are guided by Business Center managers’ annual finance/accounting and human resource metrics, along with customer surveys, which help identify training needs for Business Center employees.

  2011–2012 Customers Satisfaction Surveys reveal:

  - **76 percent** of customers reported **timely responses** to questions by Business Center employees
  - **83 percent** of customers feel that Business Center employees **exemplify professionalism**
  - **68 percent** of customers reported a **positive overall experience** with Business Center employees
» Business Center metrics for the last two years reflect the growth of the university and improved turnaround times, all done with minimal increases to Business Center FTE.

- 9,100 ($2.9M) increase in Purchasing Card Transactions
- 38,695 ($306M) increase in financial transactions
- 1,332 increase in active jobs served by Business Centers
- 7,972 new jobs processed by Business Centers

» Business Center employees were inspired and motivated to improve customer support during a professional development program with Greg Bell, of the Water the Bamboo–Center for Leadership. As part of their internal training, many Centers are working through Greg’s book, "Water The Bamboo®: Unleashing the Potential of Teams and Individuals."

Budget & Fiscal Planning

- **Helping Plan the Future**: The Office of Budget and Fiscal Planning works with managers and leaders across campus to plan and implement Oregon State’s budget and fiscal strategy. This includes providing campus with accurate and timely reports on the university’s finances, preparing summaries of financial status and planning (as in the Education and General Fund Orange Book) and analyzing the costs and productivity of units across campus through a rebasing analysis.
  
  » Budget and Fiscal Planning works with units across campus to manage and implement the organizational and budget changes required to create new organizations, such as new schools in the College of Liberal Arts, the College of Earth, Ocean, and Atmospheric Sciences and the Business Centers.
  
  » Budget and Fiscal Planning posts monthly, quarterly and annual university-wide financial reports and projections, as well as graphs that provide budget and actual comparisons from year to year for departments within units. Available reports and tools can be found at oregonstate.edu/budget.

- **Tools to Track Your Money**: The Office of Budget and Fiscal Planning offers a variety of tools and reports that make financial information readily available.
  
  » Under Michael Hansen’s leadership, we have developed easy to use and easy to understand Web-based reporting tools for principal investigators and grant managers. Through the cooperative effort of Budget and Fiscal Planning, Business Affairs, Human Resources and Enterprise Computing Services, the Grant Reporting, Reimbursement and Scholarship System (GRRS) allows once-disparate financial and payroll data to be viewed in one report, providing a 360-degree view of a grant. GRRS is available from anywhere in the world via a secure Web interface.
  
  » Similar tools for department and college administrators, including expanded accounting and enrollment reporting, are in development and will be available soon.
The OSU Foundation Reimbursement System user interface was also updated in fiscal year 2011-12 and rolled into the Grant Reporting System to provide a single interface for all Budget and Fiscal Planning online systems. The reimbursement system continues to streamline the payment and scholarship reconciliation process and is now a recognized Oregon State Enterprise System. It processes about $70 million in scholarship and reimbursement transactions per year. These tools build on the university’s commitment to make its financial transactions and investments clear and transparent, as well as to provide the information campus managers need to do their jobs effectively.

Business Affairs

- **Positive Audit Outcomes**: Business Affairs acts as audit liaison for the university, participating in more than 15 audits each year. Our programs and the Office of Post-Award Administration do a phenomenal job of ensuring that campus remains in compliance with all of the sponsor’s rules and regulations. Positive audit outcomes allow us to use federal and other sponsors’ streamlined mechanisms for awarding additional proposals and make future audits easier. If we ever lost our approved status due to poor audit results, not only would we lose millions of dollars in awards, but future awards would require a pre-award audit.

  - For the major annual audits (Financial and A-133 Financial Aid Cluster), we have been working to train a new audit firm, Clifton Larson Allen. In addition, we have worked with the Office of Scholarships and Financial Aid and the U.S. Department of Education on a program review and with business consultant Moss Adams for agreed-upon procedures with the Department of Athletics.

  - We have had positive “no findings” results in audits with a variety of other sponsors in the research area, including NSF/McBride Lock (federal cash transactions review), University Cork College (close-out audit), Auburn University (sub-recipient review), University of North Carolina (sub-recipient review) and Washington State University (sub-recipient review).

- **Campus Training Programs**: 137 people completed 166 trainings in fiscal year 2011-12. Business Affairs launched several new online trainings this year including invoice approval, TRES, Banner FIS grants, grants administration, fee book and Web departmental approval. These on-demand sessions allow staff across campus to complete training on a schedule that works for them and gain access to tools that help them do their jobs more quickly. Additional in-person training sessions were held on key topics such as encumbrance liquidations, Banner tips and tricks, fixed assets, fee book processes, year-end close and JV approvals.

- **Online Vendor Maintenance and Direct Payments Reduce Paper Use**: In response to guidance from the IRS and the state of Oregon, Business Affairs went live with an online vendor portal and sent out around 16,000 notices for vendors to confirm their information with us online. Through this process, we also updated their Minority, Women and Emerging Small Business (MWESB) status. Nearly 50 percent of the vendors who responded have opted for direct electronic payments. In addition, we implemented electronic IRS TIN matching to ensure additional levels of accuracy in our records. Business Affairs encourages direct payroll and refund deposit by employees and students. Both groups continue to grow; student direct deposit is now at nearly 80 percent and employees are at more than 88 percent. This effort saves thousands of sheets of paper each month.

- **Increasing Efficiency and Service to Campus**: Business Affairs units have been active in process improvements, including working with the Office of the Registrar on Commencement tickets, updating the fee book system, new web reporting of grant awards and proposals and improving SCARF reporting, TouchNet Web deposits, grant setup auto-notifications and OPAS requests, an updated fee book system
and Web reporting of grant awards and proposals. Payroll is working to implement WorkForce Software’s EmpCenter product to improve our time and leave reporting processes, which will affect all Oregon State employees. With EmpCenter currently in testing and system development, we are working collaboratively with the Office of Human Resources, Business Centers and others to gather input and identify system requirements. This will eliminate paper forms, provide more accurate pay records and simplify FMLA leave processes.

- **Protecting the University’s Assets**: Several frauds occurred related to stolen checks, and Business Affairs’ proactive involvement helped the university recover $20,000. Our P-Card administrator actively interacts with departments to notify them of potential fraud on their cards and shut them down to avoid financial consequences, while also handling a more-than 20 percent increase in P-Card volume this year. The Student Finance area maintains a default rate significantly below the national average and reviews re-admitting students to ensure that large outstanding prior balances are paid in full.

- **Committed to Student Success**: In 2011-12, the Oregon State bursar developed and presented a for-credit course, Money Matters, to educate students on not only their university-related finances, but personal finances as well. The first class had 14 students, it was well received, and we plan to continue offering the course.

**Business Services**

- **Student Opportunities for Work and Learning**: Campus Recycling, Surplus Property, Printing and Mailing and the Motor Pool provide excellent work experience opportunities for Oregon State students. This year, the number of student worker positions increased by 5 percent, from 60 to 63 positions. In addition to specific program experience, these positions teach transferable business skills such as cash handling, marketing, customer service and community engagement, time management, decision making and workplace etiquette. Students can also establish mentor relationships with experienced Business Services staff.

- Business Services has broadened the learning experience by including student workers in process evaluation and improvement discussions. As a result, student workers are partnering with staff to develop training, provide peer-input for student worker evaluations and participate in cross-training opportunities among the Business Services units.

- **Responsibly Investing in Campus Buildings and Services**: In 2011, Procurement and Contract Services (PaCS) directly managed more than 4,700 procurements and contracts representing more than $200 million in construction, goods and services. PaCS was key in developing contracts for three notable capital construction projects: the Linus Pauling Science Center, the Hallie E. Ford Center for Healthy Children and Families and the International Living-Learning Center. PaCS ensured the contracts provided the best possible value while complying with State of Oregon, OUS and Oregon State regulations that govern contracting for public institutions.

- **Modeling Best Practices for the State**: In December, the Oregon Secretary of State conducted an audit of Personal Services Contracts at Oregon State. The purpose of the audit was to determine whether state agencies, boards and commissions awarded personal services contracts to former state employees in accordance with contracting laws, rules and best practices. PaCS was not only found to be compliant with state contracting laws and rules, but PaCS also received high praise from the auditors for having efficient processes that could serve as examples of best practices.

- **Expanding Oregon State’s Footprint**: Working collaboratively with the OSU Foundation and multiple donors, Real Property established a Charitable Remainder Trust for the acquisition of the 28,000-square-foot Mill Point Building in Bend for $3.38 million in October 2011. This acquisition marks the first building purchase for OSU-Cascades and
will accommodate enrollment, faculty and program growth. In 2012, Real Property also negotiated a land lease with the City of Newport to provide storage of Oregon State’s new airplane, which was donated to the university for whale-tracking research.

- **Sustainable Funding for Sustainable Practices**: Campus Recycling partnered with the Oregon Beverage Recycling Cooperative to separate and redeem bottles and cans with redemption value, bringing in a new source of revenue to help continue funding the program.

- **Taking it to the Streets**: With **380 vehicles and 80 passenger vans**, Motor Pool’s fleet and services are tailored to meet the unique needs of a major research university. Oregon State’s Motor Pool is the largest checkout vanpool operated by the state of Oregon. Over the last year, Motor Pool vans have logged over one million miles, carrying more than 32,000 Oregon State faculty, staff, researchers and student passengers to destinations that include 10 states and two countries. This past year, Motor Pool vans have been used by 75 distinct units for academic field trips, research-related activities, or other university-related events. The colleges of Agricultural Sciences, Earth, Ocean, and Atmospheric Sciences and Forestry are among the top customers and **10 percent of van rentals are by student groups** such as club sports, student government and other organizations.

- **Helping Colleges Get the Most for their Money**: Last year, Oregon State experienced a 35 percent increase in expenditures, from $289 million to $391 million. Of that, PaCS directly managed more than **880 purchases of goods and services representing a total value of more than $50 million**. Highlighted purchases include:
  - $2.1 million electron microscope for the College of Science
  - $1.4 million in telecommunications systems equipment
  - $1.3 million in materials to construct a high-temperature test facility for the Radiation Center
  - $1.2 million in instrumentation buoys to test scaled wave energy converters off the coast near Newport for the College of Engineering
  - $617,000 in residence hall furnishings manufactured by Oregon Corrections Enterprises for the new International Living-Learning Center

- **Fulfilling Diverse Printing Needs with Style**: Printing and Mailing launched its Powered by Orange Ink initiative last year, specifically designed to bring value and innovation to print projects at the university. The initiative includes programs such as Design Online, copier leasing and a cross media campaign.
  - Design Online was launched in July 2011, providing the Oregon State community with a user-friendly, template-based, one-stop shop for designing, proofing, ordering and tracking print orders. Several departments have used this program to create a specific catalog of templates for their unique needs. Since its launch, **more than 1,100 customers have used Design Online**.
  - Printing and Mailing worked with University Marketing to find ways to address the 25 to 30 percent of print orders that did not adhere to Oregon State Brand Identity
Guidelines and help customers understand the importance of brand compliance. As a result, **100 percent of files submitted through Design Online are now compliant**.

- **Oregon State Wins Recycling Competition while Reducing Campus Waste**: Campus Recycling sponsored Oregon State’s participation in the national RecycleMania competition and partnered with many other campus departments and student organizations to hold events throughout the competition, resulting in:
  - **A 6 percent increase in per-capita recycling over 2011**.
  - 49,000 pounds of electronics collected for recycling in just one month, earning Oregon State a fifth-place ranking in the national e-waste competition.
  - 5,000 gallons of Styrofoam collected in one week.
  - **First place ranking among Oregon universities and the Civil War Champion for the third consecutive year.**

  » Campus Recycling also hosted America Recycles Day, collecting 3,000 pounds of electronics, electronic storage media and batteries, plus **30 cubic yards of Styrofoam and film plastic, in only four hours**. Campus Recycling co-taught the Linn–Benton Master Recycler class with Allied Waste, training more participants than in any year since the program began in 2007.

- **Reducing Consumption by Reusing**: Surplus Property has seen a **12 percent increase in sales** (with the exclusion of the fishing vessel sold in 2010), resulting in a corresponding return of $525,976 distribution to departments, a 10 percent increase from the previous year. The operations team has experienced a 26 percent increase in campus moves this year, promoting repurposing across campus while helping the campus community relocate.

- **Preventing Crises and Reducing Risk**: In February 2012, Business Services welcomed Patrick Hughes as the new Chief Risk Officer for Risk Management. Hughes manages the administration of Oregon State insurance coverage, $7.2 billion in property coverage for 265 properties and 550 vehicles. Most of the coverage falls into basic areas: liability, which includes automobile insurance for job-related transportation and torts for slips, falls and other personal injuries; property, which covers all buildings, equipment and general property; workers compensation; and general liability. It takes a creative, experienced team to develop insurance programs for the more complex and unique aspects of the university. This can range from oceanographers working on ships in Antarctica, to student groups traveling to various competitions, to 4-H volunteers and children working with animals at fairs, to football games that may attract 45,000 fans, to a range of facilities from cattle ranches to a nuclear reactor. Risk Management even has to consider extraction insurance in the case of someone being kidnapped in another country.

  » Over the last five years, Risk Management has **handled an average of 247 claims per year**, with the most prevalent type of claim being workers compensation. In 2011, there was a 7 percent increase in the number of workers compensation claims, but a 35 percent decrease in claim cost, from $810,228 to $523,056.
With the passage of Oregon Senate Bill 242 (SB 242), as of July 1, 2012, Oregon State is no longer part of the State of Oregon insurance pool. To meet emerging challenges during this transition and develop effective preemptive strategies, Risk Management remains actively involved in a number of evolving policies and practices regarding SB 242 implementation with the OUS.

Conference Services

- **Bring Your Conference Home**: Conference Services partners with faculty members, government agencies, professional associations and private industry to manage and present conferences, workshops and institutes on and off the Oregon State campus. As a university-based program, the Conference Services team understands the unique requirements of scholarly meetings and has developed highly focused expertise to support programs ranging from small workshops to international conferences.

> Conference Services collaborates with a diverse group of clients across the university and the OUS.

> We recognize that academic conferences provide an opportunity for faculty, researchers and students to present ideas and scholarship, discuss their work and network with others in their field.

> Our wide-ranging services are highly customized to meet the specific needs of each conference, simplifying the responsibility of our clients. Our services provide the professionalism necessary to fully demonstrate the successes and potential of Oregon State University departments, faculty, and students.

**Conference Management Services in 2011-2012**

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<th>Service</th>
<th>Amount</th>
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<td>Conferences Managed</td>
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<tr>
<td>Total Registrants Through Our System</td>
<td>7,944</td>
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<tr>
<td>Total Gross Revenue</td>
<td>2,006,814</td>
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<tr>
<td>Money Paid to OSU Service Providers</td>
<td>242,795</td>
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<tr>
<td>Money Returned to OSU Sponsoring Departments</td>
<td>229,938</td>
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<tr>
<td>Money Paid to Off-Campus Service Providers</td>
<td>889,129</td>
</tr>
<tr>
<td>Money Returned to Affiliated Organizations</td>
<td>446,724</td>
</tr>
</tbody>
</table>

Facilities Services

- **Welcome to Campus — You are Here**: The campus community (faculty, staff, and students) has grown by 23% in the past five years and many new students and visitors have challenges finding their way around campus. In response to their concerns, OSU has installed eight welcome kiosk maps across campus, strategically located at major gateways and high pedestrian traffic intersections. Kiosk design integrates with the style of historical street lights found throughout campus. The campus maps are displayed on both sides, are accessible to people both in wheelchairs and standing, and are illuminated at night.
• **New Buildings and Renovations Accommodate Growth:** As the university continues to grow, Facilities Services was instrumental in several new construction and renovation projects.

  » Three new buildings opened their doors for students and staff in September 2011.

  - **The Linus Pauling Science Center is a 105,000-square-foot academic and research facility** housing the Linus Pauling Institute (which conducts world-renowned research on cardiovascular and metabolic diseases, cancer, aging, immune functions and neurodegenerative diseases), chemistry teaching labs, a university research vivarium, NMR laboratory, microscopy center and 185-seat auditorium classroom.

  - **The Hallie E. Ford Center for Healthy Children and Families is a 21,000-square-foot facility** where collaborative research, policies and practices are developed that focus on healthy development in early childhood, youth and young adults, healthy lifestyles, and parenting and family life.

  - **The International Living-Learning Center is a 150,000-square-foot residence hall and academic facility.** It combines housing for 312 international and domestic students, 26 classrooms serving international students enrolled in the INTO-OSU program, staff and faculty offices, a grocery store and coffee shop. It supports Oregon State’s goals of increasing student diversity and educates, encourages and celebrates cultural diversity, personal growth and respect through communication, involvement and positive community interactions.

  - **Joyce Collin Furman Hall** (previously Education Hall), originally constructed in 1902, underwent an extensive renovation and seismic upgrade. The **20,000-square-foot building reopened in Spring 2012 and houses the College of Education** as well as general purpose classrooms that serve all OSU students.

  - **More than $3 million in accessibility improvements** were constructed throughout campus including classroom upgrades and ADA-compliant paths of travel. Additionally, the university invested nearly $2 million in deferred maintenance money into buildings and campus infrastructure to support ongoing academic and research needs.

• **Stabilizing Fluctuating Energy Needs:** After two full years of steam and electrical generation, the new Energy Center/Co-Generation plant has met its goals and has so far saved the university about $800,000 in utility costs. These savings are reinvested into other facilities projects across campus, including the recent power grid upgrade that supplies power to several new buildings.

  » The Energy Ops staff provide continuous plant operation, despite a variety of challenges on campus, which would otherwise have a greater impact to the campus.
as a whole. We provide 100 percent of the steam required for heat and hot water campus-wide as well as up to half of the electricity the campus consumes with an equitable cost savings to the university. By generating directly to the Pacific Power substation, we also provide a small buffer of electricity for use in the surrounding community when the need arises.

» We work closely with departments across campus and with Facilities Services Planning and Design to address the ever-growing needs of the campus community, especially critical for departments involved with research. Solutions may involve anything from replacement of undersized or failing equipment to re-engineering systems altogether to maintain reliability.

• **Major Planning Required for Major Systems Upgrades:** Each year, the Energy Center has a four-day shutdown for maintenance, upgrades and improvements to the plant. This requires an extraordinary amount of foresight, collaboration and planning with the campus community, outside agencies and vendors. This year, we had the additional challenge of last-minute rescheduling due to a change in the date for Commencement.

» This year’s improvements included upgrades to the water and plant air system, the purchase of an oil dryer for the steam turbine generator to improve oil quality and increased metering capability on condensate return flow meters, steam flow to campus, dump condenser and domestic water.

» Outside the Energy Center, major projects included replacing both chillers in Magruder Hall and the cooling tower in the Agricultural Life Sciences Building, improving those critical services. Our three primary automated building systems were simultaneously brought up to industry standards. This campus-wide project includes the latest versions of software, appropriate server hardware, consolidation onto a unified secured network and new tools that provide more access for technicians, improving their ability to respond to customer needs more quickly and efficiently.

• **EZ Park:** Over the last year, Transit and Parking Services (TAPS) has focused on simplifying parking on campus. TAPS has installed ten new pay and display machines around campus that make parking permits easily obtainable, allowing purchase of parking permits for hourly and daily use. TAPS also initiated online permit sales this year, making it easier to purchase annual permits, term permits and 10-day permits from office or home. For the last two academic years, TAPS focuses a special day on positive reinforcement and randomly chooses campus parkers to receive a Happy Ticket that praises them for parking well or properly following traffic control measures. Happy Ticket recipients are eligible for a variety of prizes, including an annual parking permit.

• **Ensuring Campus Safety:** One major concern of Facilities Services is ensuring campus safety in a variety of ways:

» TAPS maintains trained and equipped medical first responders in case of an emergency. TAPS personnel were first on the scene when a large tree fell in the MU quad this summer, assuring that anyone injured would be promptly attended to (fortunately, there were no injuries). Additionally, several TAPS personnel have completed certification training as first observers through the International Parking Institute. This training provides the knowledge and tools to observe and report any suspicious instances related to terrorism.

» Environmental Health and Safety (EH&S) inspects and maintains approximately 4,500 fire extinguishers in all university campus and off-campus buildings for the protection of faculty, staff and students.

» The EH&S fire prevention program educates and protects the campus community by providing inspections and outreach to faculty, staff and students. Last year, 51 campus buildings were inspected, and 11 campus buildings were re-inspected.
resulting in detailed corrective action reports, follow-up inspections and education of fire prevention requirements. The “After The Fire” outreach presentation focused on student housing and Greek life with speakers who survived the Seton Hall University fire in 2000. More than 600 students attended.

- EH&S constructed Oregon State’s first Mobile Emergency Operations Center (MEOC) trailer. The MEOC trailer will assist in quick response and recovery from campus-wide emergencies such as power outages, earthquakes and other devastating events. Quick response, recovery and resumption of campus operations are the highest priorities.

- EH&S provides emergency response to chemical, biological and radioactive spills. A new emergency response trailer provides the necessary protective equipment to quickly respond and to mitigate the effects of hazardous materials spills.

- EH&S provides approximately 91 formal ergonomic evaluations and numerous informal consultations to faculty and staff each year, resulting in reduced injury claims and a safer working environment.

- Many major capital projects and small remodeling projects require oversight and abatement of asbestos for the protection of the Oregon State community and building occupants. This year, EH&S provided consultation and oversight for approximately 90 asbestos abatement projects.

- Through the On-Call Service and Report of Unsafe Condition programs, EH&S provides consultation and customer service visits to the campus community. Response typically occurs within one hour of being notified. Approximately 220 calls and reports of unsafe conditions from faculty, staff and students are responded to annually.

- EH&S provides training to faculty and staff to assist them in maintaining compliance with granting agency requirements and regulatory obligations. In the last year, EH&S staff have trained 1,065 faculty and staff in courses such as Blood Borne pathogens/laboratory biosafety, general laboratory safety, animal handler safety, respirator training/fit testing, supervisor safety responsibilities, initial radioisotope safety orientation, laboratory hazard awareness and initial x-ray user orientation.

- Chemical fume hoods are used throughout teaching and research laboratories on campus and are important in protecting the health of faculty and students. EH&S tests approximately 902 fume hoods annually to ensure they are functioning properly.
» EH&S works with faculty and staff to ensure that proper respiratory protective equipment is selected and used in environments where air contaminants could be present. EH&S fits tests and trains approximately 100 faculty and staff annually on respirator use and maintenance.

» EH&S ensures the proper functioning of more than 90 autoclaves used in teaching and research laboratories for the protection of faculty, staff, students and the environment. Approximately 100 tests are conducted annually.

• Enhancing Student Learning and Research: Facilities Services directly supports the work of colleges, research facilities and classrooms in multiple ways:

» This year’s practice drills for hazardous materials spills provided a learning opportunity for a student media class with students reporting on the event as part of their final exam. The drill enabled the students to practice their reporting skills and witness how the campus responds to hazardous materials spills.
» EH&S supports Oregon State’s education and research in biosafety by providing consultation, audits and permit support to faculty and staff. Approximately 30 biosafety laboratories are audited annually and protocols are reviewed to ensure research and granting agency compliance. A recent audit of the biosafety program by the National Institute of Health (NIH), which currently funds grants valued at $27 million annually, revealed the program is running well.

» The EH&S biosafety officer, in collaboration with the Research Office and College of Veterinary Medicine, obtained and maintains a Vaporized Hydrogen Peroxide (VHP) machine that can quickly decontaminate a room where bio-hazardous materials have been used. With the VHP, EH&S assists faculty in decontaminating their research labs, saving the campus research community time and money. Approximately 15 labs are served annually.

» EH&S offers informative seminars on important environmental health and safety issues in a setting that promotes collaboration and discussion. The seminars are available every quarter to faculty chairs, principal investigators and research and teaching staff and provides a great venue for information exchange and collaboration.

- **Safe Storage & Disposal of Radioactive and Hazardous Waste**: 146 gallons of radioactive waste from research laboratories were removed, packaged and shipped in accordance with Oregon State’s Radioactive Materials License and state and federal regulations. EH&S also audits laboratories that use radioactive substances in accordance with the university’s Radioactive Materials License. Additionally, EH&S’ Hazardous Waste program assists teaching and research faculty and staff with the safe storage and disposal of hazardous wastes. Wastes are removed from laboratories upon request and free of charge. The EH&S Annex waste facility processes 187,100 pounds per year of hazardous waste removed from university laboratories.

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<thead>
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<th>Universal Waste</th>
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<tr>
<td>Non PCB Ballast</td>
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<tr>
<th>Other Waste</th>
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<td>Photographic Fixer</td>
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<td><strong>Total</strong></td>
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Human Resources

• **Consolidation Results in Improved Services**: Office of Human Resources staff, collaborating with Business Center human resources professionals, has focused improvements in several key areas, including information technology efficiencies and policy development. Over the 2011-12 fiscal year, Human Resources staff:
  » Provided guidelines and audit descriptions for Banner reports, data entry and records management.
  » Developed new audits related to platforms such as EvalS and EmpCenter.
  » Enhanced existing audits, providing the ability to report by individual Business Centers.
  » Developed metrics and quarterly reporting systems to provide Business Centers with more detailed information.
  » Continued development and enhancement of Oregon State Central Administrative Resource (OSCAR) and Electronic Personnel Action Forms (EPAF) to streamline actions.
  » Processed 359 unit salary spreadsheets, resulting in 3,723 salary increases being loaded into Banner and Nolij.
  » OHR assisted Business Center staff in developing new and updated processes and policies, including: administrative stipend, youth safety policy, minimum instructor salary, work/life balance toolkit, Higher Education Recruitment Consortium (HERC), annual salary and equity increase process, criminal history checks policy, leave administration policy, medical leave policy for graduate assistantships and postdoctoral scholars. A policy and guidelines website is currently under development.

• **Committed to Employee Development**: Over the last year, the Office of Human Resources has worked to develop training programs and expand training delivery methods to give employees more choices for professional development and learning opportunities. More online training programs allow staff both on and off campus greater flexibility to attend trainings that have traditionally been held in classroom settings on campus. Some highlights of the year include:
  » Customized online training programs developed to meet the needs of teaching and research faculty, professional faculty and classified staff that address performance management, ethics, Family and Medical Leave Act (FMLA) administration, customer service and more.
  » By using online programs, we streamlined the core curriculum program for managers and supervisors from a four-day classroom to a combination two-day classroom/online training format. This allows supervisors and managers more flexibility to participate in a valuable learning experience while maintaining their busy work schedules, and it allows us to offer the program more than once a year.
Performance coaches formally coach 50-75 employees annually in a one-on-one capacity, over a two to three month period, which significantly enhances the effectiveness of the employee being coached. The coaches are faculty and staff who have completed and extensive training through OHR and volunteer their time. This program is done in partnership with Linn-Benton Community College. Results of the program can be seen in this brief selection of comments:

• “I would not have gotten beyond the barriers to seeing myself as a leader without the coaching. I have a clear plan moving forward.”

• “The coaching was life changing for me. I took on a challenge that had been intimidating. The support of the coaching allowed me to take it on successfully. I can now move forward.”

• “With the support of the coaching, I was able to identify a new way of doing things. The old ways were no longer working. This was important.”

This year’s fully revised New Employee Orientation program supports the assimilation of new employees. By inviting representatives from many key units on campus, we provide a broad view of the resources and opportunities available at Oregon State. Attendance continues to grow.

The Employee Benefits unit expanded its training efforts in response to new demands such as the Health Engagement Model instituted by PEBB and a growing interest in retirement savings plans. Employee Benefits started outreach efforts to assist the OSU community in understanding complex benefits such as the Family and Medical Leave Act (FMLA).

Human Resources partnered with Standard Insurance and Oregon Senior Health Insurance Benefits Assistance (SHIBA) to deliver workshops for employees on the benefits of short-term and long-term disability insurance and understanding Medicare supplemental plans.

Human Resources offered expanded Open Enrollment Help Sessions, on campus, at the Hatfield Marine Science Center and at OSU-Cascades. We maintained contact to ensure employees completed the process and their dependents would not lose coverage. Only one employee of the 4,600 eligible for benefits did not complete the Open Enrollment process.

Human Resources brought PEBB’s Open Enrollment presentation to campus, which was also streamed live to allow off-campus employees to participate. The presentation was also made available on the department’s Open Enrollment website.

An Employee Benefits Fair was attended by about 500 faculty and staff, where providers of health insurance, retirement programs, Social Security, Medicare and university services provided information about their programs and answered employee questions.

Computer lab helps sessions throughout the year meet the various requirements of the Dependent Eligibility Project and HEM program.

Human Resources developed a health insurance estimator tool to help employees estimate the cost of their health insurance premiums, including the employee premium share, surcharges and any applicable subsidies. This tool was shared with the other OUS institutions for assisting their employees.
• **Improving the Employee Evaluation Process**: The new online performance evaluation application, EvalS, was launched in November 2011, with mandatory use for certain classified positions beginning January 2012. EvalS has become the performance evaluation standard for more than 1,000 classified, non-IT employees. The Office of Human Resources lead the effort in designing, developing and deploying EvalS through the collaborative efforts of Central Web Services, HR Business Center staff and line managers and supervisors.

  » Outcomes include an innovative, Oregon State-developed computer application and online automated reminder messaging system, complete with user guides and a performance criteria matrix tool. The system provides a sophisticated reporting function that allows each supervisor to run reports ranging from individual employees to the university overall.

  » To assist with understanding and delivery of the EvalS system, the Office of Human Resources developed a comprehensive training program and provided at least 410 hours of training for target populations including business center human resources staff, supervisors and employees. OHR continues to provide monthly training for supervisors and employees, and refresher training for Business Center staff upon request.

  » Both employees and supervisors can track their performance data online during the year, enabling a more comprehensive evaluation with agreed-upon goals. The electronic system allows both Business Centers and the Office of Human Resources to better support employees and supervisors with performance concerns and training needs. It also allows supervisors to be more proactive in developing their employees to meet changing demands in the workplace. The automatic reports support an audit function to appropriately follow up where evaluations identify target areas.

• **Enhancing Compensation System for Classified Employees**: The Oregon University System and the Services Employees International Union, Local 503 OPEU (SEIU) agreed in the 2011-13 negotiation process to review the current classification and compensation system for classified employees. The committee, on which Oregon State was invited to serve, worked with a hired consultant to assess the feasibility of developing a new job classification and compensation system designed specifically for the OUS. The following steps were accomplished in fiscal year 2011-12:

  » Using a survey and focus group sessions, we gathered information from OUS classified staff and their managers regarding the successful and unsuccessful aspects of the current structure. Currently analyzing the resulting data, identifying problem areas and opportunities to redress these areas, and identifying areas that work well and should be continued.

• **Supporting Retention of a Quality Unclassified Workforce**: The university’s professional faculty job structure and compensation program began in February. This program is designed to support the recruitment and retention of a diverse, high-quality workforce. It is also intended to provide opportunities for all professional faculty to achieve career and work life goals, promoting productivity and effectiveness in a work environment that encourages lifelong learning and development. Oregon State’s commitment to making the process both collaborative and transparent has been built into each of the five phases of the project. The following milestones have been accomplished:

  » Compensation Philosophy and Communication Strategy: Development and vetting of this strategy included analyzing 1,275 professional faculty titles. To date, 1,182 staff hours have been devoted to project meetings, training sessions, stakeholder interview sessions and open forums by the steering committee, project team and professional faculty. Other elements of the strategy included development and management of a project website and the creation of 17 job families.
» Job Categorization and Titling System: This included creating an online position description questionnaire, which was introduced to campus in June. Training for professional faculty and managers explained how to complete the questionnaire and their roles in the process. This training session was live-streamed for remote audiences and recorded for access on the website. The program has achieved a 65 percent return rate on completed questionnaires.

- Developing Campus Leaders: The Journey into Leadership program completed its tenth year in 2011-12 and held a 10-year celebration of speakers and alumni during the spring term. Each year, 40 participants complete a four-month long program of leadership and self-discovery that results in personal and professional development.

» Each annual cohort includes a diverse group that spans Oregon State’s broad demographic makeup, considering gender, ethnicity, position, academic and administrative units, outreach and geographic areas. Participation includes associate deans, department chairs, managers, research faculty, teaching faculty, classified employees and professional staff. Amazing connections are made every year.

» The impact of the program is measured by comments and testimonials from participants who gained the confidence to pursue campus, community and even worldwide leadership opportunities. Results are intrinsic and long lasting, empowering the leader’s ability to produce results at work, in volunteer activities and in their personal lives. Testimonials from this year’s participants include:

  • “This program has given me the confidence to undertake the transformation of our office. It won’t be easy, but I have the tools now that will allow me to succeed in this huge effort.”
  • “My whole approach to teaching has shifted from following the standards to making the process scholarly sound, student centered and my own.”
  • “I learned how to achieve work/life balance for myself — something that I’ve been trying to do for years but haven’t been able to achieve. I was very pleased with this accomplishment.”

» Journey into Leadership has contributed to career progression, the retention of faculty and staff and better work/life balance at Oregon State. Based on program feedback and standard retention cost formulas, this translates to a conservative estimate of $150,000 to $225,000 in savings annually. Testimonials include:

  • “My supervisor and dean are both aware of my participation in this program, and this has enabled this new aspect of leadership to be built into my position.”
  • “I now see a future in my current position. Before the program, I didn’t and was ready to leave.”
  • “I finally got that I need to take care of myself and not just focus on work. I have better balance and I’m now more productive at work.”
Public Safety

- **Creating a Culture of Safety**: Department of Public Safety (DPS) and Oregon State Police (OSP) representatives participate annually in START, the university’s orientation program for new students and their families. These presentations help establish a safe and welcoming environment, part of the foundation for student success at Oregon State. DPS also provides numerous presentations throughout the year to a variety of groups around campus covering personal safety, property protection and the resources provided by the department. In conjunction with Blackboard Connect, DPS continues to operate the Emergency Notification System, reaching 45,000 registered users.

- **Engaging Students to Help Protect Campus**: DPS employs an average of six student workers each academic year in cooperation with University Housing and Dining Services (UHDS). These students assist in safety and security patrols of UHDS facilities, academic buildings, parking lots and bicycle racks, promoting proactive crime prevention. In 2011-12, student officers reported three incidents that resulted in seven suspects apprehended and seven charges filed. DPS has also established an academic building liaison program at 177 buildings across campus, with officers assigned to perform quarterly safety and security audits of their assigned buildings in cooperation with building managers. These audits, which result in security steps such as new locks, additional lighting, camera equipment and increased security knowledge by building staff, have greatly increased overall physical security on campus.

- **Keeping Campus Safe by Preventing Crime**: During the past year, DPS personnel have provided fingerprinting services to more than 500 students and staff. Officers responded to 13,409 calls with 643 reports taken, and OSP responded to 5,792 calls with 844 reports taken.
  - DPS works in conjunction with Office of Human Resources to conduct 3,311 background and DMV checks for prospective employees and volunteers for 4-H and Master Gardener programs.
  - OSP works in conjunction with Oregon State Athletics to provide an additional 20 OSP troopers for increased stadium security at all home football games at Reser Stadium.
  - DPS registered 500 bicycles for students and staff, recovering stolen bikes and returning them to their owners. We also applied 584 business STOP Tags and 103 personal STOP Tags to help prevent computer and electronics theft on campus.
  - Department of Public Safety currently has over 550 active Exclusion Notices on file, with the purpose of keeping off campus individuals who have been arrested and charged with criminal acts or disruptive activity that is deemed detrimental to the safety of the campus community. Those who have been excluded from campus will be arrested for trespass if found on University property.
  - In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, which is overseen by the U.S. Department of Education, DPS identified and is in the process of training more than 500 Campus Security Authorities, defined as any person who works for the university in a paid or volunteer status and has significant responsibility for student activities. One aspect of the Clery Act mandates reporting of suspected crimes against underage people.
OSU Training Days

- **Helping OSU Staff Keep Skills Current**: Finance & Administration hosts OSU Training Days each year to educate staff on a wide range of topics covering computer skills, proprietary program training, finances and more.

  » Business Services takes the lead on organizing the logistics of the event, scheduling speakers and class sessions. Conference Services serves as the host site and coordinates attendee registration. **Attendance increased by 34 percent**, from 400 attendees in 2010 to 537 attendees in 2011.

  » Human Resources provided speakers for **13 additional workshops during the 2011 OSU Training Days** on topics that ranged from work/life balance, investing for retirement, preparing for retirement, worker’s compensation and the Family and Medical Leave Act.

Commencement

- **High Profile, High Success**: Oregon State University’s annual Commencement ceremony is one of the most important and visible events for our graduates, their families and friends. The importance of Commencement for the university cannot be overstated, and **excellence in planning and execution are the highest priorities**. With First Lady Michelle Obama as keynote speaker, the 2012 Commencement ceremony presented even greater logistical challenges, and it was **the single largest event Oregon State has ever hosted outside of athletics**.

  » When it was announced that Mrs. Obama had accepted President Ray’s invitation as keynote speaker for the 2012 Commencement ceremony, the Oregon State community responded in the most exceptional way, fully embracing the opportunities and challenges presented. The **Commencement Committee, more than 150 volunteers, more than 35 departments and groups across campus and members of the local community came together** to organize and manage all the details for Commencement. Conference Services played an important role in providing leadership and support in areas of logistics, stage management, a VIP meet-and-greet event and others.

  “Oregon State University put on a lovely ceremony, and I was honored to serve as the commencement speaker. The event was perfectly executed, and I hope you know how much I appreciate all you did to make it such a success.”

  *Michelle Obama, First Lady of the United States of America*
Department of Public Safety and Oregon State Police management serve on the Commencement Committee and participate in planning event security every year. Both DPS and OSP officers provide safety and security services inside and outside of Reser Stadium and throughout campus on the day of Commencement. With the First Lady serving as the 2012 Commencement speaker, **OSP brought in an additional 40 troopers** to assist with security at Reser Stadium.

### 2012 Commencement by the Numbers

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<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tr>
<td>Total Guests Tickets Distributed</td>
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<tr>
<td>Actual Diplomas Distributed</td>
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<td>Bottles of Water Distributed</td>
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Impact to Community

Finance and Administration

- The F&A leadership team encourages and supports community giving among our staff. While individual units within Finance and Administration work on community projects of interest to their employees, at times the entire department combines resources to become a powerful agent of change.
  - Collectively, Finance and Administration employees raised $7,149 and donated 46,327 pounds of food for the OSU Food Drive.
  - OSU Conference Services coordinated the OSU Charitable Fund Drive for the University, which raised close to $110,000 campus-wide from 220 OSU employees. Proceeds were shared with a number of local charities.
  - Each summer, Finance and Administration employees choose a charity and hold a silent auction during the annual picnic. All auction items are donated by staff members. Special thanks to Judy Bankson for organizing the 2012 auction; proceeds were given to Community Outreach.

Business Affairs

- Community Volunteering: Business Affairs encourages and supports staff in making an impact on campus and in the community through various volunteer efforts. This year, 64 staff members logged 1,133.5 hours of volunteering at a variety of agencies and events, including da Vinci Days, INTO Conversant Programs, Girl Scouts, Walk for the
Cause, PFLA, local school districts, churches, humane societies and animal shelters, veterans support programs, homeless shelters, food-share and soup kitchens. A few staff members even did volunteer work in Africa.

Business Services

- **Extending Service to the Community**: Business Services staff members are very involved in community service, volunteering over 2,500 hours per year. Volunteer activities include working with agencies and projects such as American Red Cross, CASA, Native American Community Development, Serve, Inc., Corvallis Public Schools, Linn Benton Food Share, SOLV Beach Cleanup, Nature Conservancy, city sports programs, Pop Warner, Boy Scouts, Girl Scouts, Boys and Girls Club of Corvallis and various faith-based organizations.

  » Each winter, Business Services units participate in the OSU Food Drive. This year, Business Services units stepped up to encourage food drive donations by offering discounts for billable services for those who contributed to the canned food drive. Additionally, individual units raised money through lunches and activities.

  » Through a partnership with Campus Recycling and University Housing and Dining Services, Surplus Property collected more than 20,000 pounds of donated items this year during residence hall move-outs, a 15 percent increase from last year. Nearly 30 volunteers came together to support Oregon State’s zero-waste efforts and help needy families in the community. Items collected included food, toiletries, bedding and linens, electronics, décor and housewares. Donated items were sent to several local nonprofits, such as Linn Benton Food Share, The Cat’s Meow Thrift Shop, Love Inc. of Benton County and others.

- **Driving Money to Those in Need**: Each year, Motor Pool staff volunteers organize paid parking areas during home football games. In 2011, they raised $11,609 (an increase of 57 percent over 2009) and distributed the money to a number of local charities including Adopt-A-Family, First Friday, Evergreen Hospice, Susan G. Komen Foundation, Mario Pastega House, Linn Benton Food Share, Boys & Girls Club of Corvallis and ABC House. Motor Pool employees also volunteered over 150 hours of personal time last year.

Conference Services

- Conference Services’ staff of eight people spent more than 1,000 hours of personal time volunteering at events and organizations such as da Vinci Days, Leadership Corvallis, Corvallis Chamber, Downtown Commission, Puttin’ on the Pink, Corvallis-OSU Symphony, Philomath Frolic, Willamette Angels Network, Corvallis Young Pros, Women Investing in Samaritan Health and many others. They also serve on a number of Oregon State-related committees such as Dixon Advisory Committee, Alpha Kappa Psi adviser, PLFA and others.
• **Corvallis’ Preferred Venue:** The LaSells Stewart Center, a 45,000-square-foot performing arts and conference venue, hosts local, regional, state, national and international events that are both university and non-university related. During the 2011-12 fiscal year, LaSells Stewart Center **hosted more than 400 events and welcomed more than 160,000 guests**, exceeding $650,000 in gross revenue.

  » LaSells Stewart Center is the **home for many performing groups**, including the Corvallis-OSU Symphony, Steinway Piano Series, Emerald City Jazz Kings and the OSAA High School and Middle School Band and Orchestra Championships.

  » LaSells Stewart Center is the **venue of choice** for international conferences, meetings large and small, local fundraisers, trade shows, lectures, symposia, monthly art exhibits and special cultural events planned and performed by Oregon State student groups.

  » LaSells Stewart Center supports Oregon State and local community organizations. The center **provided an estimated $40,000 in value of services to organizations** such as the Corvallis-OSU Symphony, OSAA High School and Middle School Band and Orchestra Championship, Emerald City Jazz Kings, Chamber Music Corvallis, Puttin’ on the Pink Education Day, da Vinci Days and the Oregon State Department of Music. The center also sponsored community events such as OSU Training Days, After the Fire, Presidents Own Band, Air Force Band and the Harry Potter Concert for Children.

  La Sells Stewart Center by the Numbers:

<table>
<thead>
<tr>
<th>Gross Revenue</th>
<th>$651,206</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Events</td>
<td>402</td>
</tr>
<tr>
<td>Oregon State Sponsored Events</td>
<td>310</td>
</tr>
<tr>
<td>Single-Day Events</td>
<td>227</td>
</tr>
<tr>
<td>Meetings</td>
<td>176</td>
</tr>
<tr>
<td>Multiple-Day Events</td>
<td>175</td>
</tr>
<tr>
<td>Non-Oregon State Clients</td>
<td>92</td>
</tr>
<tr>
<td>Concerts and Performances</td>
<td>82</td>
</tr>
</tbody>
</table>

• **Bringing Arts and Culture:** With **nearly 7,000-square-feet of exhibit space**, the Giustina Gallery is one of the largest galleries in the Willamette Valley and is located in the heart of the LaSells Stewart Center. Featuring art of all mediums displayed by local and regional artists, the **gallery hosts 10 to 12 exhibits each year featuring more than 450 artists**. The Giustina Gallery also provides a refreshing and unique environment for events, meetings and conferences hosted at LaSells Stewart Center.

  » The **Oregon State Faculty and Staff Exhibition** featured 120 pieces of art created by faculty and staff. Awards in selected categories were chosen by Oregon State leadership and were presented at an art reception attended by 225 guests.

  » **Art About Ag**, a program of the **College of Agricultural Sciences**, encourages artists to investigate agriculture and natural resources themes for creating their works of art. It strives to develop an understanding and appreciation of food and fiber among Oregon’s diverse audiences.

  » In collaboration with two other galleries, Conference Services hosted the **Ancient Americas Cultural Exhibit** marking the end of the Mayan Calendar and featuring nationally known artist and Oregon State alumnus Nelson Sandgren and his son Eric Sandgren. This exhibit also featured Kevin Clark, an internationally renowned artist who is currently exhibiting in the Smithsonian and abroad.
The Giustina Gallery presented artist lectures featuring nationally known artists Michael Gibbons, Tom Ockerse, Michael Cherney, Clarence Morgan, Betty LaDukes, Michael Rangner and William Shumway. A highlight this year was our first artist class on the skill of plein air painting, featuring Michael Rangner.

Conference Services hosted the Seventh Annual Community Art Show with 156 local artists, ranging in ages from 3 to 93, culminating in a community reception with more than 350 attendees.

Giustina Gallery by the Numbers:

<table>
<thead>
<tr>
<th>Total Art Sales</th>
<th>$12,653</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square Feet of Exhibit Space</td>
<td>6,905</td>
</tr>
<tr>
<td>Pieces of Art Exhibited</td>
<td>1,450</td>
</tr>
<tr>
<td>Artists Represented</td>
<td>450</td>
</tr>
</tbody>
</table>

Making Beautiful Music: In partnership with the LaSells Stewart Center, the Corvallis–OSU Symphony marked its 107th year, presenting five concerts featuring nationally recognized soloists and performers from around the world. Guests perform with an 80-member orchestra drawn from Oregon State students and faculty, community members and professional musicians, led by music director and Oregon State music professor Dr. Marlan Carlson.

Facilities Services

Award-Winning Historical Preservation: Maintaining Oregon State’s historical ambiance is a high priority. This year, the university received three preservation awards from the Corvallis Historic Resources Commission. The Hallie Ford Center was recognized for compatible new construction within the university’s Historic District. McAlexander Field House was given an award for its historically sensitive rehabilitation. Window openings that had been boarded up and blocked in were removed and restored with wood-framed windows, and a louvered skylight was installed atop the domed ceiling to provide natural lighting and ventilation. A third award was given for the rehabilitation of Education Hall, renamed Joyce Collin Furman Hall. For years, this building suffered from moisture damage from a permeable sandstone exterior. For its renovation, the existing stone and windows were removed and replaced with limestone and metal clad windows. This is one of the most visible stone buildings on campus.
• **Educating our People, Protecting our Environment**: Energy Operations works to keep staff trained on the latest processes to improve our efficiency, service and environmental consciousness. This year’s efforts included learning to perform in-house lube oil maintenance for all areas of the plant, improving overall oil quality, as well as critical skills training from Solar, specific to operation and maintenance of Taurus 60 and 70 turbine generator sets.

  » **Safety and environmental health improvements** were accomplished through noise testing throughout the plant, with a focus on hearing protection. Ladders were replaced with stairs on the cooling towers to increase access safety for daily inspections. New labeling of sewer system drains and revision of the oil spill plan to meet current standards increased ground water protection.

  » Energy Operations continues **outreach to the community**, locally and across the state. This includes Energy Plant tours for students, staff and outside agencies. Improvements to the building’s automated systems will introduce an educational aspect over the next year as the systems are configured to allow remote viewing live in classrooms.

  » Environmental Health and Safety helps preserve the surrounding environment by managing air discharges, storm water runoff, aboveground and underground fuel storage, site cleanups, water systems and wetland mitigation. EH&S recently obtained renewal of the campus’ state air permit and underground storage tank permits and worked with the Army Corp of Engineers to obtain wetland mitigation in support of the university’s new track and field project.

• **Social Responsibility Committee Directs Charitable Giving**: Since 2010, the Social Responsibility Committee (SRC) has focused on contributions to initiatives that better the Facilities Services organization, campus, community and the world at large. During the holiday season, the SRC adopted two local charitable organizations, Chintimini Wildlife refuge and Community Outreach, to provide gifts and necessary operational items. The SRC was instrumental in bringing to campus the ‘11 Up’ memorial sculpture, made from actual remnants of the World Trade Center as a memorial to the events of September 11, 2001.

• **EH&S Employees Give Back**: Environmental Health and Safety employees are active in a number of programs, both in individual and professional capacities, that enrich our community.

  » EH&S organized a **community service event assisting The Children’s Book Bank in Portland** and involved staff from the University of Maryland, Oregon Health and Science University, the Oregon National Primate Research Center and the University of Alabama. The Children’s Book Bank collects, repairs and distributes books to low-income families and Head Start preschools within the Portland metropolitan area.
• **Federally Funded Energy Efficiency Projects:** The Sustainability Office secured $750,000 in federal stimulus funding for 19 energy efficiency projects. These included steam trap replacement, steam pipe insulation, lighting retrofits, HVAC improvements, commissioning and controls and energy audits. Federal funding administrators originally allocated $570,000 to Oregon State, then provided an additional $180,000 based on the university’s exemplary performance in project execution. These federally funded projects will save the university nearly $100,000 per year in energy costs, reduce maintenance expenses and improve occupant comfort.

  » Although overseen by professional project managers, the projects offered students new and expanded opportunities to be involved in project management and work with government and regulatory entities.

  » The influx of $750,000 resulted in additional employment opportunities and increased economic stability for the Corvallis area and throughout the mid-Willamette Valley.

• **Safe Parking on Two Wheels:** Over the course of the past winter, Facilities Services removed old bike racks and installed new ones to meet growing demand for bike parking and create an increasingly bike-friendly campus. Nearly 600 new racks were installed, which are simple to use, hold more bikes in the same amount of space and are more secure because bicyclists are able to lock to the frame. Several hundred of these bike racks were covered, making it the first stand-alone covered bike parking installation at Oregon State in years. Funding for this project came from the office of the Vice President for Finance and Administration. Installation was managed by Oregon State Site Engineering and supported by the university’s Alternative Transportation Advisory Committee, Transit and Parking Services and the Sustainability Office.

  » Because of the new bike racks and other projects, Oregon State is one of the top ten bike-friendly campuses in the nation, according to Best Colleges Online. This ranking was partly based on the university’s location in Corvallis, which is known as the second most bike-friendly town in the nation. Bike lanes are included in 97 percent of Corvallis’s streets and more people by percentage take trips by bike in Corvallis than any other Oregon city. Earlier this year, the League of American Bicyclists designated Oregon State as a Bicycle Friendly University at the Silver level.

Collaboration Corvallis

• **Partnership Planning:** The City of Corvallis and OSU are working together to address three areas identified as being potentially impacted by OSU’s growth: Transportation and Parking, Neighborhood Planning and Neighborhood Livability. This partnership is a multiyear effort; a steering committee has been formed along with a number of work groups staffed by representatives from the City, OSU’s planning staff and an outside project manager.

  » Vice President Mark McCambridge, along with several other administrators, staff and City representatives, serves on the Steering Committee for the effort.

  » Campus planning staff is working with City of Corvallis planning department to coordinate efforts and make recommendations based on the OSU campus master plan and projections for future growth.

  » Transit and Parking Services (TAPS), along with other Facilities Services personnel, is involved with the Corvallis/OSU Collaboration project. Working with the community to resolve parking and transportation issues has heightened our awareness of campus’ far-reaching impacts on community parking and traffic.
da Vinci Days

- **25 Years of Innovation and Creativity:** Da Vinci Days is Oregon’s premier arts and science festival, held here on the OSU campus since 1988. Da Vinci Days is run by a small non-profit organization with only one-and-a-half employees, and it relies on in-kind and volunteer support from the University, the City of Corvallis, Benton County and the community at large. OSU staff helps set up the infrastructure for the event, and we have a planning committee that works across departments to coordinate our efforts.

  » As an event volunteer, Justin Fleming, Motor Pool Manager, heads up the event’s overall production, logistics and operations. OSU provides the use of a generator and other equipment. Facilities Services staff provides landscaping and hangs banners. Two electricians work for three days laying the groundwork for display and food booths, sound systems and stages. OSU electrician Rich Brooks has volunteered at every single da Vinci Days festival for nearly 25 years.

  » OSU organized the event’s original recycling efforts. At the 2011 festival, Campus Recycling, in collaboration with da Vinci Days staff, Allied Waste, and community volunteers, diverted 87 percent of festival waste to recycling and compost. This was yet another decrease in trash since the festival waste reduction initiative began in 2010; over the first two years of the initiative, per capita trash has decreased by 80 percent.

  » The Department of Public Safety works with the da Vinci Days committee during planning stages and supports the event with uniformed patrols by both DPS and OSP throughout the three-day festival. All on-duty DPS officers and OSP troopers patrol the festival grounds hourly, in addition to the Athletic Guest Services staff who are contracted to secure the event.

[Image of people engaged in festival activities]
Impact at State / National Level

Administrative Services

- Creating a National Model for Business Centers: Oregon State has developed a national reputation for its successful approach to implementing shared services centers. This year, Oregon State hosted representatives from the University of Kansas, University of Idaho, University of North Carolina and North Carolina State University, all of whom were considering or in various stages of implementing shared service centers and looked to us for insight and advice. In collaboration with Rowan Miranda of the University of Michigan and Barbara Lucy of the Five Colleges Inc., we participated in production of a webinar on shared service centers for the National Association of College and University Business Officers (NACUBO). The webinar had a viewing audience of more than 200 business officers from across the nation.

Business Affairs

- Sharing our Knowledge and Experience Nationally: Director of Business Affairs Aaron Howell and Director of Administrative Services Bob Nettles presented a webinar about shared service centers to NACUBO members. Howell also presented to the Western Association of College and University Business Officers (WACUBO) and at NACUBO annual meetings regarding Oregon State's Business Centers. In addition, he participated with the Office of Human Resources, Administrative Services and others to host visits from several universities to learn from our experiences.

Business Services

- Supporting Start-Up Businesses Using Oregon State-Developed Technology: In alignment with the university’s strategic initiatives, Business Services provided administrative support for NuScale, an OSU-originated power energy company, to help this start-up business get up and running. PaCS and Risk Management
worked with the university’s legal department to develop contracts and agreements for NuScale’s next round of nuclear power testing.

- **Encouraging Diversity the of Oregon State Vendors**: This year, PaCS added new steps to the solicitation and contracting process, with the goal of supporting the new OUS Minority, Women-Owned and Emerging Small Businesses policy to extend business opportunities to MWESBs.
  - For the past 16 years, PaCS has hosted the Oregon State Merchant Expo, which provides a unique opportunity for face-to-face relationship building and information sharing between Oregon State departments and potential vendors. In addition to participating in major statewide MWESB events, PaCS encourages participation by MWESB and Qualified Rehabilitation Facilities (QRF) in the Merchant Expo by offering discounted booth rates and by highlighting these organizations in awareness-raising activities.

- **National Contracts for Big Savings**: This year, PaCS expanded the opportunities provided through the Buy Orange program by establishing contracts with Office Max, Staples Advantage and W. W. Grainger. These contracts result in expanded access and improved pricing for a broad spectrum of products that can save Oregon State departments time, money and resources.

- **Orange is Green**: All Business Services units committed to supporting the university’s goal to make a positive difference by being smarter, greener, healthier, safer, kinder and more sustainable.
  - The Motor Pool has eight low-speed electric vehicles, which are used in and around campus, 13 hybrid vehicles (two with battery packs that are classified as plug-in hybrids) and two compressed natural gas Honda Civics. The Motor Pool recycles all oil, oil filters, anti-freeze, batteries and packaging, and the car wash recycles water. Motor Pool promotes anti-idling policies and focuses on purchasing fuel-efficient, high-occupancy vehicles to improve cost/mile/person rates.
  - For this year’s Merchant Expo, PaCS worked with Campus Recycling and University Housing and Dining Services to develop greener standards and encourage participants to support zero-waste strategies. Paper, bottles, cans and composting bins were placed around the event facility, and serving and dining utensils were composted.
  - In celebration of Earth Day on April 24, Printing and Mailing announced that it had met the requirements to become Forest Stewardship Council (FSC) Chain-of-Custody Certified. FSC Certification is the gold standard of programs designed to promote total transparency in the processing and use of sustainable products within the paper and printing industries. In addition to the FSC initiative, Printing and Mailing also offers customers the option to add the Rainforest Alliance mark to their FSC Certified jobs.
  - Campus Recycling developed a volunteer team that works on outreach and events throughout the year, creating experiential learning and leadership opportunities for Oregon State students. Campus Recycling also spent two terms tracking weights from the department compost collection route and began developing a model for instituting composting in buildings across campus in the future.

**Conference Services**

- **Engineering a Portland Event**: Conference Services worked with a Portland State University faculty member for two years to host the 2011 IEEE NANO conference in Portland. This included preparing budgets and proposals for IEEE, the largest engineering organization in the world. The conference was hosted at the Marriott,
Downtown with more than 525 attendees and 450 presentations. Management functions included a multipage website, online registration with **more than $295,000 in registration fees**, $70,000 in sponsorships, exhibitors, preconference workshops, catering, facility management, bill pay, financial accounting and more. Conference Services distributed the $42,402 profit from the conference to the IEEE.

- **Successful Science Conference**: Conference Services worked with botany and plant pathology professor Russ Ingham over a three-year period to secure, organize and host the 50th Anniversary of the Society of Nematology conference. The conference drew 200 attendees from across the U.S. and generated more than **$130,000 in registration fees**. Conference Services coordinated all details, including a multipage website, facilities, catering, audio-visual, travel, financial accounting and others. Conference Services distributed a $45,600 profit from the conference to the Society of Nematology.

- 86% of Conference Attendees are from the United States:

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**Top 21 States for Conference Attendees (Excluding Oregon)**

- Washington (628)
- California (202)
- Virginia (24)
- Illinois (28)
- Ohio (29)
- Michigan (31)
- Georgia (33)
- Pennsylvania (34)
- Colorado (34)
- New York (41)
- Maryland (44)
- Texas (45)
- Florida (49)
- Massachusetts (58)
- Idaho (74)
Facilities Services

- **Coordinating with State Emergency Services:** The Biosafety, Security and Emergency Response Drill was developed to test the university’s emergency response and security plan capabilities. In addition, the drill **serves as a test of multiagency coordination and response** to a possible situation on the Oregon State campus. Environmental Health and Safety coordinated with various local and state agencies, including the Oregon National Guard 102nd Civil Support Team, Benton County Health Department, Oregon State Police, Federal Bureau of Investigation (WMD Coordinator, Eugene Field Office), Benton County Sheriff’s Office, Corvallis Fire Department / HazMat Team 5, Oregon State Emergency Management, University Housing and Dining Services, Good Samaritan Regional Medical Center and Student Health Services.

- **Adding to the Nation’s Electric Vehicle Charging Network:** Oregon State received 14 level-two electric vehicle (EV) charging stations from ECOtality as part of the U.S. Department of Energy’s EV Project. ECOtality was awarded $230 million from the DOE and partner matching funds to install 14,000 EV charging stations in 18 major metropolitan areas in California, Oregon, Washington, Arizona, Texas, Tennessee and Washington, D.C. Nearly all of the installation costs were paid for by The EV Project, which will collect and analyze data about vehicle use in diverse conditions, evaluate the effectiveness of charging infrastructure and conduct trials of various revenue systems for commercial and public charging infrastructures.

  - The new charging stations are located in the parking structure as well as at parking lots at Reser Stadium, 15th Street and Jefferson and the Linus Pauling Science Center. The chargers are connected to Ecotality’s Blink Network, which is open to the public. **Charging station status can be checked from a computer or smartphone** and use is free to EV owners through the end of 2013.

- **Staying on Top of National Parking Trends:** As members of the Pacific Intermountain Parking and Transportation Association, Transit and Parking...
Services learns from peer institutions for benchmarking and information exchange. TAPS is also a member of the National Parking Association, allowing for participation in cutting-edge training opportunities and professional certifications for TAPS personnel.

- **Nationally Recognized Sustainability Efforts**: In fiscal year 2011-12, Oregon State continued to receive national recognition for excellence in sustainability. The standout acknowledgment this year was Princeton Review’s 2012 Green Rating Honor Roll. **Oregon State was the only university in Oregon to earn the distinction.** The Princeton Review’s criteria include a healthy and more sustainable campus life, student preparation for employment and citizenship in a world defined by environmental challenges and the university’s overall dedication to environmental issues. **Oregon State is among sixteen U.S. colleges and universities given top honors** by the Princeton Review for receiving the highest possible score (99) in its Green Rating tallies this year.

  » Past recognition has included accolades from the Sustainability Tracking, Assessment and Rating System (STARS), League of American Bicyclists, Sierra Club, Sustainable Endowments Institute, Environmental Protection Agency, Kaplan College Guide, National Center for Urban Transportation Research, RecycleMania and the U.S. Green Building Council.
OSU Conference Services

- **Engineers from Around the World**: Together with College of Engineering faculty, Conference Services worked over a 2 ½-year timeframe to secure and host the **first ever co-location of three engineering societies**, MSEC, NAMRC and ICM&P. Conference Services prepared proposals, budgets and worked with the multiple committees to bring the 2011 conference to Oregon State, which included 525 international attendees, 500 papers, 450 presentations, a multipage website, online registration **collecting $250,000 in registration fees, $30,000 in sponsorships**, local tours, transportation, catering, facility management, bill pay and financial accounting. The conference made a $28,000 profit, which was distributed to the sponsoring organizations and to the College of Engineering.

- **Smells like Collaboration**: Conference Services worked with University of Oregon faculty over a two-year period to **host the 14th International Symposium on Novel Aromatic Compounds** at the UO. Conference Services managed all aspects of the conference, including a multipage website, online registration with more than **$147,000 in registration fees**, logistics, audio-visual and catering. The conference made a profit of $19,583 that was distributed to the Department of Chemistry at the UO.
Of all Oregon State-hosted conferences, 14 percent of attendees were international, representing 52 countries:

**Top 15 Countries for Conference Attendees**

- England (136)
- Japan (127)
- Germany (59)
- Canada (101)
- Switzerland (18)
- France (25)
- Taiwan (29)
- China (29)
- South Korea (39)
- Australia (14)
- Spain (13)
- Israel (12)
- Brazil (11)
- Italy (11)

**Facilities Services**

- **Facilities Goes Global**: Environmental Health and Safety represented Oregon State on the 2012 Campus Safety Health and Environmental Management Association (CSHEMA) conference planning committee. EH&S worked with members from Portland State, Reed College, Oregon Health and Science University, the University of Oregon, the University of Washington and Whitworth University. EH&S was also instrumental in connecting CSHEMA with The Elizabeth Griffin Foundation, which helps developing nations in Africa and the Middle East with biosafety and public health programs. Membership within CSHEMA benefits the Oregon State community by staying connected with national and international public health initiatives.

**INTO-OSU International Living-Learning Center**

- **Finance and Administration Supports International Growth**: Over the past year, a number of F&A units facilitated the design construction of the $52 million, 150,000-square-foot International Living-Learning Center.

  » Business Services Director Brian Thorsness served on the INTO implementation team, facilitating communication between the university and INTO University Partnerships, Ltd. PaCS developed and managed the necessary construction contracts and the procurement of furnishings. Risk Management assessed potential risks involved in the project and worked with stakeholders to mitigate risks. Facilities Services coordinated the construction of the new building.
This project went from groundbreaking to grand opening in only 18 months, an amazing accomplishment considering the breadth and complexity of this international project. With the support of Finance and Administration, INTO-OSU has increased the number of international students on campus by more than 70 percent since fall 2009.

Through the Campus ID Center, Student Accounts and Financial Accounting & Analysis, Business Affairs continued its cooperative programs in support of INTO-OSU. This year, INTO’s growth continued to be strong. These units accommodate that growth by making continuous improvements. For example, this year we supported their transition to a new Customer Relations Management system. Business Affairs also provided support and information to three other Universities visiting campus to seek information about the partnership and how it works.

Conference Services collaborated with campus partners and orchestrated strategic production, budgeting and details of the dedication ceremony for the International Living-Learning Center with over 1,200 community and international guests in attendance. Managed agenda for all out of town guests including hotel reservations, dinner and special tours. Worked with OSU staff to provide an atmosphere that highlighted the success and statement of OSU’s commitment to international students.

As a result, LaSells Stewart Center also hosted the INTO Connect Week involving 1,200 new international students coming to campus, and OSU Conference Services collaborated with INTO to host the 2012 INTO Staff Conference on campus with over 250 international guests.
Finance and Administration Leadership Profiles

- **Mark McCambridge** has served as **Vice President for Finance and Administration** at OSU since 2001. He received his BS in Economics from Santa Clara University in California. Mark is an active participant in University budget policy decisions, while dealing with issues to promote fiscal accountability. He serves on the OSU Strategic Planning Team connected with the reconfiguration plan for the entire University. In addition, he represents OSU on numerous Oregon University System teams and task forces, including the Administrative Council.

- **Bob Nettles** is **Director of Administrative Services**. He has 22 years of experience as a university vice president for business affairs for multiple campuses, including the Oregon Institute of Technology, from which he retired in 2009. In 2010, he joined OSU to oversee the implementation of the Business Centers. Bob is focused on a variety of special projects including improving services for all business centers and developing technology-based systems for selective processes.

- **Aaron Howell** has been **Director of Business Affairs** since 2005. He is a true Beaver, with a Bachelor’s degree, MBA and post-bac degree all from OSU, and he also recently obtained his CPA license. Aaron has worked at OSU for 16 years, previously in Business Services overseeing the group that is now Procurement and Contract Services. He holds various other certifications including Certified Purchasing Manager, Certified Public Procurement Officer, is a certified professional instructor for NIGP and a State certified mediator.

- **Sherm Bloomer** became **Director of Budget and Fiscal Planning** in 2012, and was previously Dean of the College of Science at OSU since 2001. His experience in university-wide fiscal analysis and his management of large budgets within the College of Science make him a valuable asset in his new role. A marine geologist by training, Sherm joined the OSU faculty in 1995. As Dean, he established transparency in budgeting and fiscal planning for the college and helped it thrive during a period of unprecedented university growth.

- **Brian Thorsness** is **Director of Business Services** and has worked at OSU since 1984. He received his Bachelor’s and Master’s degrees from OSU. As the Director of Business Services, he oversees the PaCS, Risk Management, University Motor Pool, Real Property, Campus Recycling, Surplus Property and Printing and Mailing Services. He is a strong believer in collaborative problem solving and innovative process improvements.

- **Kavinda Arthenayake** is **Director of OSU Conference Services** and chairs the Commencement Planning Committee. He joined OSU in 2003 after serving over 20 years in different capacities in the collegiate conference and events profession. Prior to coming to OSU, he served as the Director of Alumni Relations at Southern Oregon University, his alma mater, where he obtained is Master’s (Economics/Business) and Bachelor’s degrees (Business). He is involved in the local community volunteering his time with a variety of different organizations.

- **Vincent Martorello** has been **Director of Facilities Services** since 2005. He is responsible for the design, development maintenance and operation of camps grounds and buildings. Vincent’s background is in land use planning and strategic management. As Director, he ushered in a higher level of campus planning development coordination and historic preservation planning on the campus of Oregon State University.
• **Dave Blake**, new to OSU in 2012, is **Assistant Vice President for Human Resources**. Dave has over 30 years’ experience in the human resources field in the private, public and governmental sectors. He holds a Bachelor’s degree in Vocational Education, a Master’s degree in Management and a Doctorate in Organization in Management-HR Emphasis, and is certified as a Senior Professional in Human Resources.

• **Jack Rogers** has been **Director of Public Safety** since 2000. Prior to that, he was a member of the Oregon State Police for over 28 years, finishing up his OSP career at OSU as the Station Commander for the University Patrol Office. Jack works with numerous groups on campus to ensure that the safety needs of students, faculty, staff and visitors are met. He works with the Oregon State Police, Student Conduct and Community Standards, Dean of Student Life, Counseling and Psychological Services, University Housing and Dining Services, Student Health to carry out the department mission.