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INTRODUCTION

The 2013-14 academic year marked a time of significant transition for Oregon State University. During this period, OSU engaged in a major governance change, moving from the statewide Oregon University System (OUS) to oversight by its own independent Board of Trustees. This shift resulted in important changes and opportunities within the Division of Finance and Administration. For example, OSU took on responsibility for working directly with its newly formed Board; preparing financial reports; preparing and submitting OSU’s biennial legislative operating and capital budget requests; convening the Oregon public universities to ensure a collaborative and coordinated legislative capital budget prioritization; administering a pooled investment account for the benefit of all participating public universities; and hosting the University Shared Services Enterprise to perform payroll, financial reporting and treasury management functions for OSU and other Oregon public universities.

Throughout this time of transition, the Division of Finance and Administration has been guided by OSU’s Strategic Plan and the Division’s vision of “creating innovative solutions for a 21st century land-grant university.” These priorities will continue to guide our work into the future.

The Division of Finance and Administration’s purpose is to support the academic, research, and outreach and engagement mission of the University by providing administrative leadership, innovative solutions, and processes that advance the goals outlined in OSU’s Strategic Plan 3.0. As such, the Division fosters an environment that ensures accountability for stewardship and the strategic use of resources by providing effective and efficient administrative processes and operations. We recognize the vital role the Division plays in supporting the mission of the University and the importance of nurturing a collaborative approach to service and innovation. Many of the accomplishments listed in this report reference the collaborative nature of our efforts. It is through such partnerships that we strive to develop the best practices and policies for the University’s success.

As a leading institution of higher education, OSU must be on the forefront of new ideas. The Division of Finance and Administration team will endeavor to continuously improve processes and services, and to challenge our thinking and practices. We recognize our individual and collective responsibility to be good stewards of university resources, while working in concert with the OSU community to fulfill the University’s vision: to be among the top ten land-grant institutions in America.

We are pleased to share with you this Annual Report, which is a reflection of some of our major accomplishments in the 2013-14 academic year.

W. Glenn Ford
Vice President and Chief Financial Officer, Division of Finance and Administration
In keeping with the mission and vision of the Division of Finance and Administration (DFA) and Oregon State University’s Strategic Plan 3.0, the 2013-14 annual report focuses on three key areas:

- Innovation
- Stewardship
- Service

Throughout this report, the units under the umbrella of DFA demonstrate their commitment to supporting the core mission and developing partnerships.

- Administrative Services
- Budget and Fiscal Planning
- Business Affairs
- Capital Planning and Development
- Facilities Services
- Finance and Administration
- Human Resources
- OSU Conference Services
- OSU Shared Services – Business Centers
- Printing and Mailing Services
- Public Safety
- Risk Management
- Transportation Services

We will hold ourselves accountable for doing what is required – nurture healthy relationships, enhance the condition of our collective space, build networks of care, embrace shared governance, and acknowledge and celebrate our humanity.

Enhancing diversity, stewarding our resources, and recognizing technology as a strategic asset are all essential to the success of this strategic plan.

- Oregon State University, Strategic Plan 3.0
Innovation encompasses the DFA’s efforts to increase efficiency and effectiveness. From implementing behind-the-scenes technology that improves access to accurate information, to streamlining processes that enhance the use of resources, DFA’s innovation results in better experiences for students, faculty, staff, business partners, and community members.

OSU Hosts University Shared Services Enterprise
(Involvement: Finance & Administration, Budget and Fiscal Planning, Business Affairs, Audit Services, University Administrative Business Center)

With the Oregon State Legislature’s passage of Senate Bill 270 and the resulting changes to the Oregon University System (OUS), the seven Oregon public university presidents agreed to form University Shared Services Enterprise (USSE) to conduct cooperative work for all the universities. Primarily hosted by OSU, the successful implementation of USSE is resulting in operational efficiencies, reducing risk, and streamlining processes for the seven universities.

Chris Higgins, who conducts research on bridges and reinforcement technologies, on location at the Wave Lab and in the “bone yard” out back in May 2013.
(Photo by Heather Miller)
OSU Agreed to Host these USSE Services and Operations:

- Financial and human resource operations.
- Investment and debt management services.
- Information technology management and support for the four technical and regional universities.

OSU Supported the USSE Transition:

- Offices of Budget and Fiscal Planning, Business Affairs, Finance and Administration, Human Resources, and the University Administrative Business Center (UABC) had key roles in the transition to USSE.
  - All offices had a role in quickly transferring employees from the Chancellor’s Office to USSE, which ensured a seamless change on July 1, 2014.
  - Human Resources, in a short timeline, facilitated the successful hire of the first USSE Executive Director.
  - General Counsel, the Vice President for Finance and Administration and the Associate Vice President for Finance and Administration devoted many hours to the development of USSE legal agreements, approaches to shared operational risk, authority and structure, from what previously was an inherent single-legal entity (OUS).

OSU Hosts New Pooled Investment Services for Public Universities

(Data Points of Hosting University Shared Services Enterprise)

- Number of Employees Transferred: 19
- USSE Budget: $5.3 Million
- Number of Legal Agreements: 57
- Universities/Entities
  - Served: Eastern Oregon University, Oregon Institute of Technology, Oregon State University, Portland State University, Southern Oregon University, University of Oregon, Western Oregon University, and the Chancellor’s Office

Data Points of Hosting University Shared Services Enterprise

The 2014 Oregon legislative session created the legal structure necessary for all public universities in Oregon to pool their cash balances to improve investment returns. OSU agreed to be the designated university as of July 1, 2014, administering the public universities’ pooled cash, and working with the State Treasurer, prudently investing the monies. Investment earnings are shared by all participating Oregon public universities based on their proportion of the shared pool.

OSU’s Associate Vice President for Finance and Administration, the Offices of Business Affairs, Budget and Fiscal Planning, and General Counsel, along with USSE personnel, worked to create the legal, accounting, and administrative infrastructure necessary to begin operations of the pooled cash and investment account. This required negotiating an operating agreement between OSU and each participating university and the Oregon University System’s Chancellor’s Office, as well as developing a banking agreement with the State Treasurer.
Data:
- Anticipated $1.7 million, net of fees, incremental investment earnings using pooled approach.
- Approximately $400 million total cash balances for investment.
- Universities and entities served: Eastern Oregon University, Oregon Institute of Technology, Oregon State University, Portland State University, Southern Oregon University, Western Oregon University, the Chancellor’s Office, and the new Public Universities Risk Management Insurance Trust (PURMIT).

**NOTE OF APPRECIATION**

“The establishment and administration of the Public University Fund that allows Eastern Oregon University, Oregon Tech, Southern Oregon University, and Western Oregon University to pool their cash with Oregon State University and Portland State University for investment purposes was critical in order to increase future investment earnings to help fund university operations. We very much appreciate Oregon State University’s willingness to take a lead role to establish and administer this fund to the benefit of all participating public universities.”

-- Cathy Dyck, Acting Chancellor and CFO
(Oregon University System)

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**Conference Services, Printing and Mailing Services, Transportation Services**

**Art Gallery Reporting System Improves Customer Service**

*(Involvement: The LaSells Stewart Center, Auxiliaries and Activities Business Center)*

The LaSells Stewart Center successfully streamlined processes for art collection and gallery reporting. This was achieved by collaborating with the Auxiliaries and Activities Business Center (AABC) to secure the help of a student employee, Aleia Kim, a student of Biochemistry and Biophysics in the College of Science.

**Outcome of Collaboration:**
- Implementation of a fully integrated online system reduced the number of art submissions entered by hand, making the process more efficient for the nearly 900 individual artwork entries.
- Automation of art-specific reporting and customer invoicing.
- Reduction of nearly 100 hours of staff-time needed to accomplish these tasks.
Vehicle Assessment Achieves Maximum Use and Reduces Service Costs

(Involvement: University Motor Pool)

University Motor Pool assessed its vehicle inventory as a step in modification of its dispatch and service processes. These efforts helped improve the accuracy of vehicle assignments and proactively identified vehicles due for service. This minimizes potential problems for customers and maximizes the number of miles driven before an oil change is needed.

Motor Pool Usage by the Numbers:
- 3.5 Million Rental Miles
- 3,100 Distinct Short-Term Renters Rented 12,244 Times
- 49,085 Passengers Transported

Adapted Technology and Operations for Faster Printing and Mailing Services

(Involvement: Printing and Mailing Services)

During FY14, Printing and Mailing Services implemented a large number of technology and operational changes in an effort to improve efficiencies, reduce costs, and enhance sustainable practices.
- New Digital Press—Xerox ColorPress1000: Reduction of nearly $48,000 in operating lease expenses.
- New Scanner for Document Services—Fujitsu FI-6800 Duplex Scanner: Improved speed and efficiency which helped to increase new project submissions.
- Avanti Financial-Upload Modification: Improved ability for departmental accountants and support staff to more easily research invoices, reducing customer wait time.
- Forest Stewardship Council Certification Renewal: Ensured continuation of environmentally friendly paper sourcing.
- Technological Enhancements: Improved inventory tracking and management using a barcode labeling system and scanners.

(Photos by University Motor Pool)
A Refined Classification and Compensation Program for Oregon State University
(Involvement: Multi-Department Collaboration including Human Resources, all Business Centers)

The Professional Faculty Job Grouping and Compensation initiative graduated from a “project” to an implemented program on December 1, 2013. Development of this program engaged professional faculty and institutional leaders in two phases.

Phase One (August-September 2013): Included over 40 meetings, involving approximately 250 deans, department heads, managers, supervisors, and individual professional faculty members. The objective of the discussions was to inform, gather input, and answer questions regarding the job category framework for more than 1,400 professional faculty. Phase One communications involved notifying employees of their individual placement in the new structure, as well as the job family, job level, and position profile to which they were assigned. During an information review period, professional faculty and supervisors had the opportunity to request a change of assignment if the position profile did not align with the current description of their work.

Phase Two (October-November 2013): Involved an additional 40 meetings, work sessions, and training sessions for deans, department heads, managers, and supervisors on the new salary grades and salary range assignments for professional faculty. The Classification and Compensation Program was officially implemented after the final rollout of Phase Two communications.

The new classification structure provides a clear career path, and the related compensation plan better aligns with market. Since the program’s inception, the Office of Human Resources Classification and Compensation Team has partnered with the Business Center Human Resources staff and individual units to provide tools, communication best practices, and support to the OSU community.

“The work OHR-Class and Comp has done with the new Professional Faculty Job Grouping and Compensation Program is the single most impactful project OSU has implemented to service its most important asset—its employees. The program is transparent, logical and comprehensive, allowing staff and managers to effectively hire and competitively compensate. The implementation and support provided by OHR-Class and Comp set a new standard of professionalism, service and program integrity.”

-- Dan Larson, Executive Director
(University Housing and Dining Services)

“I have been at OSU for eight years. As professional faculty, I found there has not been clear guidance on how to get a raise or a promotion, or a clear process in which to do it, even with departmental support. I have found it helpful to have pay guidelines for the three new hires I have made this year. I am grateful for this new system and for HR/the business centers that are supporting this new system and structure by allowing us to make the necessary actions to recruit and retain quality employees.”

-- Rachael Weber, Interim Director
(International Student Advising and Services (ISAS), International Programs)
Innovative Solutions Result in Improved Project Visibility

(Involvement: Facilities Services)

Facilities Services improved customer support and project visibility with the introduction of its interactive MyFacilities portal, an updated website, and new social media presence. These systems have improved communication with customers by allowing them to submit, view, and track work orders online. Additionally, in an effort to improve communications, Facilities Services reestablished building manager quarterly meetings. During FY14, the Work Coordination Center staff toured 25 buildings, which allowed Facilities to identify and start collaborative projects with other departments to tackle issues affecting the student experience.

New Reporting Management System Aids Campus Security Efforts

(Involvement: Public Safety)

The Department of Public Safety (DPS) dispatch center was upgraded to accommodate the new Computer-Aided Dispatch system (CAD). This provides complete, accurate, reliable, and timely information to DPS and Oregon State Police officers that serve the campus community when responding to both routine and emergency situations.

A new database, Niche Report Management System (RMS), was also deployed. This full service records management system was developed specifically for law enforcement agencies and police departments. Its many capabilities include: powerful search functions, record storage and retrieval, and instant information sharing among different systems across the region. These technology improvements are helping bring real-time information to our officers making it possible to better serve our campus community and general public.

Other Notable Innovations:

- Realignment of Public Safety officer and supervisor schedules helped maximize coverage during peak periods, providing a visible presence to students, faculty, staff and guests.
- Expansion of community policing attained through increased number of officers on bike patrol.

(Photos by Facilities Services)
Proactive Steps Improve Risk Assessment
(Involvement: Risk Management)

OSU’s dynamic environment requires ongoing review of potential risks, and best practices to manage and/or reduce risks to keep people and places safe. This ongoing review resulted in the development of a tool that provides a standardized approach to identifying risk, evaluating the impact and likelihood of occurrence, and recommending and implementing actions to control the identified risk.

Such assessments help manage potential liabilities and promote stewardship within departments by providing event/activity coordinators with better information for understanding potential concerns and identifying risk measures, which lead to improved resource management.

Diagram 1:
Risk Assessment Process

- Identity
- Re-Assess
- Prioritize
- Implementation of Actions
- Evaluate
- Actions to Reduce or Control
Budget and Fiscal Planning

Cooperative Open Reporting Environment (CORE) Initiative for Fiscal Transparency
(Involvement: Multi-Department Collaboration including Office of Budget and Fiscal Planning)

The Business Intelligence Center (BIC) Team has been responsible for the fast-track development and implementation of CORE. The first CORE system release was realized on June 10, 2014, making it available to more than 800 users in the OSU community, with over 200 single data source standardized reports. CORE is made possible through the collaborative efforts of various units under the offices of the Provost, Vice President for Finance and Administration, Senior Vice Provost of Academic Affairs, and Vice Provost for Information Services. Together, the members of the CORE Steering Committee successfully improved on or wrote new policies, procedures, access, and security. The Committee operated under the shared goals of providing university-wide tools and data, promoting an environment of open access, and creating a single source for information, while encouraging a culture of proactive data stewardship and cross-unit solutions.

Business Affairs

Improved Cost-Monitoring Process Protects OSU’s Sponsored Award Funds
(Involvement: Office of Post Award Administration, all Business Centers)

The Office of Post Award Administration (OPAA) improved the process to ensure expenses submitted on sponsored awards are allowable and properly documented. This careful cost review process keeps OSU in compliance with granting agency requirements, thereby maintaining Principal Investigators’ capability to receive federal grants.

Previous methods were improved by developing and sharing an accounting tool for grant expenditure management with Business Centers. This method resulted in improved accuracy and greater efficiency for staff. By proactively sharing the information, expenditure review happens more quickly, thus avoiding the bottleneck that can occur during year-end close.

We will ensure that relevant information is widely shared and strategically used to make effective decisions and measure progress toward achieving university goals.

- Oregon State University, Strategic Plan 3.0
Partnering with Community Health Providers
(Involvement: Procurement, Contracts and Materials Management, Community Organizations)

Contract Services, in collaboration with Community Health Centers of Benton and Linn Counties, developed a pharmacy operations agreement. This partnership provided greater contract support and improved ability to execute business transactions, and the initiative supports the University’s innovation efforts to find new means for partnering with community health providers.

Collaborative Improvements to Sponsored International Student Billing Process
(Involvement: Student Finance-Bursar)

The overall number of international students enrolled at OSU grew by 85% from FY11 to FY14, and in FY14 alone, 740 international students received financial support from a third-party agency. To accommodate this increase, the Student Finance-Bursar implemented significant process improvements, which reduced sponsored billing processing time by about 40 hours each term. The Bursar worked with OSU International Student Advising and Services to:

• Reduce duplicated effort through document sharing.
• Communicate with students ahead of financial guarantee expiration, giving students sufficient time to make new arrangements with the sponsor.
• Manage contracts and administrative changes using Banner.

Testament to Collaboration

“...Our staff reports that the communication and collaboration with the Bursar’s Office has improved immensely over the past year, especially as it relates to processing financial guarantees and third party billing. The streamlined processes and the open lines of communication between our two units has enhanced our ability to serve the needs of our sponsors, and we are now able to respond to their inquiries more quickly. Our sponsors have also expressed their appreciation for this improvement and they are pleased with their interactions with OSU.”

-- Marigold S. Holmes, M.S., Manager, Sponsored Student Programs (International Student Advising & Services, International Programs)

Capital Planning and Development

Long-Term and Integrated Capital Planning Builds OSU’s Future
(Involvement: Capital Planning and Development)

Capital Planning and Development (CPD) is developing a 10-year capital plan that aligns with OSU’s Strategic Plan 3.0 and responds to the requests from the new Board of Trustees and university leadership for prospective short-, mid-, and long-range capital plans. In FY14, the focus was on the heightened need for a rigorous space, facilities, and infrastructure needs assessment process; accurate and timely data management for modeling capital investment alternatives; and institutional review of annual and biennial capital budget priorities for capital plan development.
CPD is concurrently developing planning models for addressing critical needs, and improving campus resiliency with projects such as:

- OSU deferred maintenance plan for capital investment for preserving and extending the life of our aging infrastructure.
- ADA accessibility projects such as sidewalk improvements, ramp replacement, and the addition of new accessible entrances at Dryden, Withercombe Hall, Plageman Student Health Center, and new street crossings at the Centro Cultural César Chávez.
- Safety for pedestrian interactions with construction activities on campus through operating plans that creates safe and efficient construction-related traffic flow routes in and around the Corvallis campus.
- Modern building performance standards with seismic resilient building improvements. The in-progress Strand Agricultural Hall renovation demonstrates the importance and complexity of maintaining the historical integrity of the university’s 100-year-old buildings, while also preparing them for another 100 years of useful service.

CPD worked to enhance OSU’s culture of sustainability through:

- Achievement of a Gold rating from the Sustainability Tracking, Assessment and Rating System (STARS).
- Reduction of greenhouse gas emissions by approximately 16% between fiscal years 2012 and 2014, largely through decreased air travel and refinement of operations of the Energy Center, where OSU generates heat as well as about half of OSU’s electricity.
- Recognition in The Princeton Review’s Guide to 332 Green Colleges for sustainability practices such as food sourcing, transportation, green building, and opportunities for students to focus on the environment and energy efficiency.

Collectively, these cover nearly 10 acres and generate about three percent of OSU’s annual electricity. Two other installations at OSU properties in Hermiston and Aurora came online in the fall and produce 100 percent of the electricity needed for those OSU Research Station operations on an annual basis.
New Construction Contracting Tools Save OSU Time and Money
(Involvement: Capital Planning and Development)

Capital Projects Contract Administration (CPCA) handled 1,377 transactions totaling over $25 million in FY14—three times the value of contracts in FY13 and nearly doubling that of the last several years. Procurement timelines were reduced through improved plan reviews and direct purchase contracting processes; elimination of bid bond requirements (in most cases); and alignment of retainage, performance and payment bonding requirements within Oregon Administrative Rules.

To accomplish these improvements, new contracting tools were developed and processes streamlined, which reduced time and cost impacts to projects.

- When the Oregon University System discontinued management of the retainer contract program, CPCA developed the new OSU Retainer Contract Program and added key functionality to the process, including an entirely online submission, qualification assessment and notification capability. Since implementation, over 125 contractors have been qualified with instantaneous notification.
- To expedite the procurement process and decrease schedule impacts, CPCA created the Job Order Contracting and Master Contracts programs. These programs enable OSU to practice good stewardship by appropriately minimizing fees paid, and by increasing staff efficiency through consolidation of multiple transactions.
  - The Job Order Contracts Program aggregates small projects completed by one vendor under a single contract of up to $50,000 for frequently needed services, such as HVAC, plumbing and roof repairs.
  - The Master Contracts Program conducts the competitive bid process in advance, for projects up to $5 million, streamlining the process and reducing expenses for OSU. In the short time this program has been in place, other departments on campus, including University Housing and Dining and Athletics, have utilized the program to address urgent needs requiring an expedited procurement process.
OSU Shared Services

Integrating Lean Process Improvement Methods for Greater Efficiency and Effectiveness
(Involvement: All Business Centers, Business Affairs, Human Resources and Audit Services)

With a focus on delivering efficient and effective service in support of OSU's mission, Business Centers and Central Administration personnel partnered to integrate Lean Process Improvement concepts across multiple departments within the Division of Finance and Administration.

Lean process improvement is a model which focuses on long-term effort to maximize value while minimizing waste, creating more support for customers while using fewer resources.

Areas of Focus:
- Improving workplace processes.
- Identifying resource efficiencies.
- Increasing organizational collaboration.
- Providing enhanced services to customers.

Leaders in Business Affairs, Office of Human Resources, OSU Shared Services, and the Office of Audit Services engaged in an in-depth workshop in FY14, followed by sessions for departmental staff. Today, there are several Lean projects in progress and a strategic initiative to live the values and philosophy of a Lean culture.

New Approach to Strategic Planning Results in Enhanced Culture of Collaboration and Customer Service
(Involvement: All Business Centers)

OSU Shared Services (comprised of seven business centers) embarked on a collaborative planning process to develop a unified vision and mission statement, key strategies, and values. These strategic elements align with the University’s Strategic Plan 3.0 and the mission of the Division of Finance and Administration. Shared Services’ ultimate goal is to be the model of exemplary service, efficiency, and effectiveness—adding value to the experience for all customers. The strategic plan will create a foundation of consistency across the business centers and tap into the broad experience of all Shared Services employees.

We must continually strive to push ourselves in new ways that challenge our thinking and past practices.

- Oregon State University, Strategic Plan 3.0
At the same time, OSU Shared Services recognizes the importance of flexibility to develop a customizable approach to providing services that meet the unique needs of the varied customer base.

**Individualized Service Examples:**
- Developed and provided hiring and grant-processing workshops for principal investigators.
- Added trades/maintenance services to the business center service portfolio.
- Created customer CARE teams that bring together cross-discipline expertise within the Business Center to better serve customers.
- Developed and provided training for off-campus customers that could be delivered in multiple modes, including in-person, interactive web conferencing, or through stand-alone web-based training.
Stewardship is the careful and responsible management of something entrusted to one's care. Within the Division of Finance and Administration, the concept of stewardship emphasizes responsible use of university assets and efforts to increase process transparency. Stewardship also includes the practice of fair and equitable treatment of others with honesty and integrity in all that we do.

Conference Services, Printing and Mailing Services, Transportation Services

Creating Transparency and Ease with Conference Service Packages
(Involvement: Conference Management Services)

OSU Conference Services offers an abundance of services that help the campus community and external customers with meeting planning efforts. These services are a critical component of a successful event. Often times, the sheer quantity of services available was overwhelming for some customers and could make the pricing structure difficult to understand.

In FY14, OSU Conference Services reassessed its existing service menu and pricing structure, and evaluated how that information was being

The new Centro Cultural César Chávez (CCCC) brings 3,500 square feet of space to house efforts that support issues central to the Chicano/Latino/Hispanic culture and heritage.
(Photo by Capital Planning and Development)
communicated to campus and external customers. After consulting with internal customers and OSU financial experts, two core service packages, plus a few à la carte options were developed:

- Package #1: Registration Support and Financial Management
- Package #2: Scope and Logistics
- À La Carte Options:
  - Abstract Setup and Collection
  - Speaker Management
  - Sponsor and/or Exhibitor Management
  - Sponsor and/or Exhibitor Package Development
  - Website Design, Development and Content Management

The new service packages and individual services options are better aligned with customer needs and reflect how customers typically partner with OSU Conferences Services. Providing concise, publically-available package pricing is an entirely new benefit for customers.

**New Communication Channel Provides Event Information**
*(Involvement: The LaSells Stewart Center)*

Oregon State University offers the campus and local communities a vast array of activities. To increase understanding of which events are available for participation, The LaSells Stewart Center developed an informational connection point, *Weekly Happenings*.

*Weekly Happenings* is The LaSells Stewart Center’s new email distribution that provides subscribers with information about performances, public events, art exhibits, and receptions. Since its inception in September 2013, the distribution list has grown to nearly 300 contacts from across the University and local communities.

**Broader Reach Results in Increased Use of Transportation Options**
*(Involvement: Transportation Options, Sustainability Office)*

Providing transportation options that help reduce the number of single-occupancy vehicle trips to and around campus is a high priority for Transportation Services. A newly formed sub-unit utilizing existing resources, called Transportation Options, centralizes the University’s alternative transportation programs, with a focus on developing infrastructure, marketing transportation options, and enhancing program management that result in fewer people driving alone to campus.

During FY14, Transportation Options accomplished a number of goals, including the following:

- Formed three carpools and two vanpools with targeted outreach to Linn County commuters.
Managed and reported usage of electric vehicle charging stations, assisted users in operating stations, and performed maintenance and troubleshooting on the charging network and hardware.

- Created and distributed a new Transportation Options brochure that describes the primary alternatives to the single-occupancy vehicle at OSU.
- Offered incentives and awards for the use of Drive Less Connect, a website that tracks non-single occupancy vehicle trips such as walking, biking, carpooling and more.
- Added bicycling information to the INTO student handbook.

Transportation Task Force Develops a New Zonal Transportation Plan

(Involvement: Multi-Department Collaboration)

A campus-wide Transportation Solutions Task Force was created by the Vice President for Finance and Administration and co-chaired by Steve Clark, Vice President for University Relations and Marketing and Kavinda Arthenayake, Director-Transportation Services. The Task Force was tasked with developing a plan that thoughtfully considered the parking and transportation needs of Oregon State University. The plan outlined immediate-, mid-term and long-term needs of the Corvallis campus and the community while honoring OSU’s commitment to parking improvements identified through Collaboration Corvallis.

The Task Force conducted wide-ranging public outreach to gather input from a broad cross-section of the campus and local community including the Faculty Senate, ASOSU, and public forums both on-and-off campus. The new transportation plan was approved, based upon recommendations of the Task Force, by OSU President Ray, Provost and
Executive Vice President Randhawa and Finance and Administration Vice President Ford in spring of 2014. The plan will be fully implemented in the fall of 2014.

Special thanks to the Task Force members for the key role they played in creating the parking plan for OSU. Members included Faculty Representatives: Kate Hunter-Zaworski and Janet Nishihara, Student Representatives: Bryan Williamson and T. Brett Deedon, Classified Employee Representatives: Alice Mang and Steve Allen, Professional Faculty Representatives: Justin Fleming and Dan Larson. Technical support for the plan provided by: Cindy Sprenger, Facilitator/Chair; Meredith Williams, Transportation Services; Hank Kemper, Transit and Parking Services; Rebekah Houghtaling, Transportation Planning; Nicole Real, Financial Analysis; Andy Roberts, IT Support; Chuck Yutzie and Jackie Allen, Public Safety; Brandon Trelstad, Sustainability; Gabe Merrell, Equity and Inclusion; and Jason O’Quin, Athletics.

The Task Force Outcomes Included:

- Developed parking zones to better distribute parking across campus.
- Identified areas with deficient short-term parking and under-utilized spaces.
- Determined parking permit types and costs.
- Reimagined the OSU Shuttle (now called the Beaver Bus), including routes, expanded hours, and weeks of operation.
- Developed a data collection policy and process.
- Evaluated opportunities to improve customer service.
- Created and tested online permit sales interface.
- Developed outreach materials including brochures and parking and shuttle maps.
- Rebranded Transit and Parking Services (TaPS) to Parking Services, with a greater focus on supporting the campus community in the transition to the new parking management plan.

To download the parking brochure, visit: http://parking.oregonstate.edu/files/parking-brochure-2014-15.pdf
Human Resources, Facilities, Risk Management and Public Safety

Empowering Campus through Increased Learning and Development Opportunities
(Involvement: Center for Learning and Organizational Development)

The Office of Human Resources (OHR) offered a number of organizational development and internal consulting projects that included both short meetings and long-term projects for groups and units across campus. Projects involved facilitation and training to support a greater demand for these services across campus.

- Center for Learning and Organizational Development offered over 40 general and custom-tailored training programs. These programs received favorable comments, often leading to requests for additional custom training sessions that better meet a unit’s unique needs.
- Core Management and Supervisory Training program was offered on a regular basis, educating approximately 75 employees. This hybrid-class offers a blend of online and classroom learning opportunities, providing a solid foundation to prepare employees for management positions, educates participants about the OSU system, and connects them to key contacts they will be working with in the Offices of Human Resources, Public Safety, and Equity and Inclusion.

TESTIMONIALS FROM DEVELOPMENT OPPORTUNITY PARTICIPANTS

“The custom-program trainer spent ample time with faculty organizers to carefully plan the meetings, and gauge the dynamics of the group. He facilitated the meetings so interactions were productive. I am positive that our meetings would not have ended up in the same place without his leadership.”

-- Anna Harding, Professor and Co-Director (School of Biological & Population Health Sciences)

“Training sessions with the OHR team have been consistently relevant and high quality. The institutional knowledge and the use of OSU-specific examples is invaluable. The team facilitated a session with the entire INTO OSU Center staff (nearly 140 people) that led to the creation of the INTO OSU core values. This team’s contributions and interventions have helped us navigate several issues, and trainings have provided valuable support for our developing organization.”

-- Bob Gilmour, Director, Academic Programs (INTO OSU)
• OHR brought a new training module to campus, Fierce Conversations. It is offered to past participants of Core Management and Supervisory Training program, assisting them in promoting productive dialogue that resolves difficult challenges, enriches relationships, and encourages learning.
• In collaboration with the Offices of General Counsel, Equity and Inclusion, Risk Management and others, OHR offered Legal Day, a new training program that covers multiple legal topics. The one-day program was offered to managers and supervisors and attracted nearly 180 attendees.

Standardized Process Results in a Safer Campus
(Involvement: Emergency Preparedness)

Emergency Preparedness initiated an updated college and department Emergency Operations Plan, by providing a customized emergency response for each operational unit. Working collaboratively, colleges and departments identified activities to prepare, mitigate, respond to, and recover from emergencies that affect the safety of students, staff, and faculty and their ability to continue operations during and after an emergency event.

The plan resulted in a standardized event response for all personnel at OSU and helped define a college’s or department’s role during an emergency. Drills were conducted and response plans refined, which improved on lessons learned from past incidents, and enhanced the unity of responders. The success of the teams and partnerships was evident in the continued improvement of communication and response to the events that impacted OSU during FY14.

Enhanced Focus on Laboratory Safety
(Involvement: Environmental Health and Safety)

Oregon State University has more than 700 operating laboratories. As such, supporting departments with a focus on laboratory safety continues to be an important program for Environmental Health and Safety (EH&S). During FY14, EH&S established various safety and support measures:
• Created an online laboratory audit compliance tool, making it easier to monitor lab usage and provide principal investigators with a convenient tool for recording compliance actions, while simultaneously updating reporting requirements related to chemical inventories and labeling.
• Assisted departments with a number of laboratory cleanups and department relocations.
• Supported colleges/units with moves, including the Pharmacy Department’s lab relocation to Weniger Hall and the Chemistry Department’s lab remodel.
Multi-Unit Collaboration for Regional Class Research Vessels (RCRV)
(Involvement: Multi-Unit Collaboration within Business Affairs and Forestry & Oceanic Business Center)

OSU's College of Earth, Ocean, and Atmospheric Sciences (CEOAS) was awarded a grant from the National Science Foundation (NSF) to manage the design and construction of several Regional Class Research Vessels (RCRV), intended for national multi-disciplinary research and education on the marine environment, potentially a $300 million project.

The offices of Post Award Administration (OPAA) and Procurement, Contracts and Materials Management (PCMM), invested significant time in FY14 supporting CEOAS with the RCRV project, including service on an oversight committee and preparing for and participating in meetings with the NSF. The RCRV team successfully completed multiple reviews from the NSF. The cooperative administrative commitment to this project has resulted in building relationships and trust with NSF that helps keep the initiative moving forward.

PCMM provided best-value procurements using weighted criteria that prioritized the unique needs of this project. Additional collaboration occurred among the Forestry & Oceanic Business Center (FOBC), Business Affairs, and the Research Office of Sponsored Programs. Processes were developed for reporting, and reviewing budgets, project plans and business systems.

Residence Hall Move-Out Donation Drive Reduces Waste
(Involvement: Procurement, Contracts and Materials Management, University Housing and Dining Services)

Each spring, Materials Management (comprised of Campus Recycling and Surplus Property) collaborates with University Housing and Dining Services to coordinate a waste reduction program during Residence Hall Move-Out days. Collectively, the units educate departing students, providing them with the tools and knowledge to recycle and donate rather than discard belongings.

In FY14, an estimated 22,408 pounds of donated goods were collected. These donations were distributed to local nonprofits such as Linn Benton Food Share, Love I.N.C., Heartland Humane Society, and others. A portion of the donations collected are sold through the OSUsed Store to help mitigate the costs of collecting and processing the donations.

The Residence Hall Move-Out Donation Drive is a service for our student residents. It reduces the university’s landfill-bound waste, and benefits nonprofits in the local community. This effort helps the university meet strategic goals in promoting “sustainable stewardship of OSU’s campus, including built and natural environments.”

For more information, visit: http://recycle.oregonstate.edu/opportunities/moveout
New Facilities and Administrative Rate Proposal  
*(Involvement: Financial Accounting and Analysis)*

Following more than a year of financial analysis, cross-unit coordination, and external consultant participation, OSU completed the development of a new Facilities and Administrative (F&A) Rate Cost Proposal for submission to the federal government for potential use in FY15. This process occurs every four years.

Under the current F&A Rate Cost, OSU recovered approximately $35.6 million in indirect costs from federal agencies and other sponsors on expenditures of $202 million in FY14. Revenue derived from indirect cost recoveries is an essential component of OSU’s financial welfare.

**Capital Planning and Development**

New Strategies Improve Utilization and Management of Campus Space Data  
*(Involvement: Capital Planning and Development)*

Capital Planning and Development’s Real Estate and Space Management staff created and implemented several new strategies to improve the quality of OSU’s space data. A new Space Allocation Manager was hired to lead the Space Management team in developing accurate and timely space allocation and utilization data, along with improving communication and partnerships with stakeholders, to provide improved effectiveness to OSU’s complex space management needs. The team has worked to create and maintain accurate drawings for all campus facilities, and has field-verified the space utilization data of more than 100 buildings on campus. They continually work to enhance the integrity of the space inventory database, which includes room type, use, and assignment information. Accurate and current inventory is a critical tool in optimizing space utilization and in making informed management decisions that provide for adequate space to achieve the goals of the university.

A new Space Improvement Program (SIP) was developed and implemented in FY14. This comprehensive relocation strategy provides campus with expert assistance, while overseeing the concurrent temporary and permanent relocations of nearly 40 units and hundreds of staff over the next two years. Working with the Capital Projects Contract Administration staff, the SIP team established two moving companies within the Master Contracts program, greatly reducing the time and costs of contracting for on-campus moves.

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**RELOCATION MADE EASY**

“I do want to thank you, and everyone who has contributed at Capital Planning and Development, for helping us make this move in such a timely fashion and with so few major hiccups. The space looks great compared to what it was a few months ago, and we are feeling very fortunate for everyone’s assistance and support.”

-- Kevin R. Stoller, Director of External Relations & Operations  
(University Honors College)

*Eric (left) and Paige (right) of Capital Planning and Development “in the field.”*  
(Photo by Capital Planning and Development)
Building for the 21st Century of Teaching and Research Excellence
(Involvement: Capital Planning and Development)

Capital Planning and Development’s Capital Projects team managed an unprecedented number of major capital construction projects and hundreds of renovation projects across campus, while also implementing new strategies for enhanced stewardship of OSU’s built environment. In addition to the ongoing progress made on the new Classroom Building and the Strand Agricultural Hall remodel project, FY14 construction is the first class of buildings that will have started and fully run through completion under the new rigorous construction standards and processes that have been developed, including protocols for increased focus on accessibility.

Projects Include:
- Austin Hall: 100,000 square feet of learning space, 250-seat auditorium and collaborative team rooms.
- Beth Ray Center (BRC) for Academic Support: 30,000 square feet of space, home to academic success programming, general purpose classrooms, a computer lab, open study areas, and study rooms. Note: The BRC was dedicated in FY14, with much of the construction work completed in FY13.
- Centro Cultural César Chávez (CCCC): 3,500 square feet of space, supporting issues central to the Chicano/Latino/Hispanic culture and heritage.
- Memorial Union East Wing Renovation: Two event spaces, two lounges, a cultural meals kitchen, and a new campus restaurant.
- Student Experience Center: 87,900 square feet of space for student programs and departments related to student leadership, engagement, and involvement.
- Tebeau Hall: 85,000 square feet of living and study space for 300 students.
- Classroom Building: 120,000 square feet of learning space with 2,300 classroom seats in 15 classrooms as well as 600 seats outside classrooms for collaboration and study. Fourth floor will be the new home of the OSU Honors College (completion, September 2015).
- Samaritan Sports Medicine Center: Samaritan Health Services ground lease with OSU for construction of a 17,460 square foot outpatient clinic, which will be open to the general public.

![Austin Hall construction. New home for College of Business.](Photo by Capital Planning and Development)
Providing Practical Experiences for Student Learning
(Involvement: Capital Planning and Development)

Units throughout Capital Planning and Development provided expert guidance and oversight for many teaching and applied learning opportunities for students. In addition to the student worker and student intern opportunities in the various units, CPD staff has supported unique learning opportunities outside the department, including:

- Worked with the OSU Chapter of the American Society of Civil Engineers to create a student-led project, which improved ADA accessibility near SW 30th and Intramural Lane. The project engaged students in a tangible project benefiting the campus community, established professional mentoring relationships, and gave students practical experience.
- Spoke as professional experts to a Facilities Design class. Provided contextual background information; discussed project issues and challenges; and gave suggestions for ways students could explore changing the design paradigm through their projects.
- Worked with ASOSU leadership on a project to install sidewalk lighting along Campus Way addressing limited outdoor lighting concerns. This project is ongoing.
- Supported projects through the Sustainability Office, such as the Campus Conservation Nationals competition, the Bike Extravaganza and Alternative Transportation Fair, the annual Sustainability Festival on campus, and the Energy Civil War (which the Beavers won in 2014), through close partnership with the Student Sustainability Initiative.

Testimonials:

“Space and facilities are a crucial part of the design world, but it is one that designers are typically introduced to at the graduate level or after years in the field. The complexities of it and how it relates to commonly-known aspects of design are not touched on in most undergraduate programs. Working at Capital Planning and Development has afforded me an opportunity that none of my peers had access to, yet one that all seasoned professionals that I speak to see as extremely valuable. I am very grateful that I have had the opportunity, and hope that other students in my field have the chance to work and learn at Capital Planning and Development.”

-- Silla Sequeira, Architectural Drafting Intern
(Space Management Team)

“Having the chance to gain this experience and being able to improve and preserve OSU’s campus is a great part of the internship program. Through this experience, I was able to explore every aspect of design and construction of university infrastructure. Working with others, and helping to protect underground utilities is a very valuable experience. Not only is my time at CPD important in applying my knowledge as a student, but it is a strong advantage in pursuing my future ambitions.”

-- Joshua Yun, Student Intern
(Infrastructure Construction Team)
Business Centers Offer Reliable Customer Service and Efficient Operations

*(Involvement: All Business Centers)*

Business Centers play a critical role in the responsible stewardship of university resources. In FY14, they provided reporting, forecasting, consultation, and management of $951 million in budgeted operations, along with direct oversight of college and department revenues and expenditures. Business Center staff also assisted with planning, implementing and closing financial and human resource transactions. The volume of invoices, reimbursements, labor distributions, and job postings handled by Business Centers is significant.

Most importantly, Business Centers are providing this level of operational support in an atmosphere of increasing efficiency. Since the inception of each Business Center (between 2008 and 2010), they have experienced an increasing demand for services. The Business Center customer base has grown by over 34 percent, while business center FTE staffing has increased by less than eight percent. Operational efficiency and effectiveness together with the delivery of superior customer service are the keys to ongoing Business Center success in supporting the core mission of the University and Strategic Plan 3.0.
Service is how the Division of Finance and Administration best supports the education, research, and outreach and engagement work of Oregon State University. It is about developing improved processes that add value for our customers. It is about creating transparent and straightforward business practices that respect our customers’ time. And it is about our contributions to the communities in which we live and work.

Conference Services, Printing and Mailing Services, Transportation Services

Facility and Technology Upgrades Result in a Better Conference Experience
(Involvement: The LaSells Stewart Center)

The LaSells Stewart Center serves over 160,000 visitors annually for academic and professional conferences, performances, art exhibits, receptions and more. In an ongoing effort to provide a positive experience for customers, The LaSells Stewart Center implemented several upgrades and additions throughout the venue in FY14:

- Improved technology in Austin Auditorium, including Clearcom system microphones.
- Installed digital audio-visual system in Construction and Engineering Hall.

David Dodson (left) and Karren Cholewinski (right) support the Division of Finance and Administration with its composting efforts at the annual picnic celebration.
(Photo by Amanda Anderson)
- Installed an 80-inch flat screen in Wells Fargo Bank Room and a 70-inch flat screen in Weyerhaeuser Boardroom.
- Purchased an additional 200 chairs for gallery seating.
- Installed a second water bottle refill station.

New Location Expands Printing and Mailing Services
*(Involvement: Printing and Mailing Services)*

Printing and Mailing Services (P&M) enhanced its demonstrated commitment to the OSU community with the opening of Xpress Stop at the Memorial Union, a satellite location that offers a full line of printing and mailing services, passport photos, notary services, photo printing, binding services, and more. The addition of a centrally-located copy center provides convenience and accessibility to our community within the heart of the Corvallis campus.

**FY14 by the Numbers:**

- **1,820** Internal Customers
- **127** External Customers
- **2,870** Design Online Registered Users
- **11,426,595** Impressions
- **46,995** Mail Job Transactions
- **10,400+** Digital Print Jobs
- **200,000+** Scans through P&M Document Management Services
- **2,723,763** Pieces of Campus and USPS Mail
- **8,028** Parcels
- **493** Multi-Function Devices in the Cost per Copy Program Fleet
- **93.2 Percent** Overall Customer Satisfaction

![Customer Satisfaction Survey](image)
Human Resources, Facilities, Risk Management and Public Safety

Improved Efficiencies Result in Faster Completion of Facilities Work Orders
(Involvement: Facilities Services)

Facilities Services responds to a high volume of service requests in a variety of areas. In FY14, Facilities Services implemented an improved process that resulted in quicker response-time to requests. They processed 15,546 work orders in FY14, averaging 1,295 new requests each month, with Maintenance, Electrical, Carpentry, and the Work Coordination Center receiving the bulk of new requests.

Facilities Services also implemented a new process that focused and prioritized new requests by protection of assets, life safety, supporting research, recruitment, retention, and enhancing the student experience.

Health and Safety’s Elevated Customer Services
(Involvement: Environmental Health and Safety)

Environmental Health and Safety continued to demonstrate a high level of customer service while delivering innovative and pragmatic solutions for faculty, staff, and students.

- Supported Capital Planning and Development and Facilities Services in areas related to new building design plan reviews, lease agreements, environmental reviews, site cleanup, and indoor air quality.
- Acted as liaison between campus departments and outside regulatory agencies related to laboratory and biological safety, hazardous materials shipping, environmental compliance, occupational safety, and hazardous waste.
- Worked closely with the Institutional Compliance Office to quickly resolve department compliance issues in an expeditious manner while supporting their primary research and teaching functions.

WORDS OF PRAISE

“Joe, I want to thank you and the Facilities staff for the outstanding job they are doing on Batcheller Hall. The new flooring on the main level and painting throughout really refreshes the interior of the building. I have received several positive comments on the quality of work and attention to detail provided by your staff. This is a great way to celebrate the 100th anniversary of Batcheller Hall. Thanks again.”

-- James Lundy, Executive Associate Dean
(College of Engineering)

“I wanted to take a moment to tell you what a great job Charles Vail, Trades/Maintenance Coordinator and his painting crew did for us last week. Charles is always so easy to have in the midst, and those with him were professional and attentive! This speaks highly of their commitment. Thank you so much! The room has been transformed!”

-- Jodi Nelson, Executive Assistant
(Office of the Vice Provost, Student Affairs)
Business Affairs

Cross-Unit Collaboration Expands Access for OSU Community Members
(Involvement: Human Resources, University ID Center)

Recognizing a gap in services for temporary staff and employees with academic wage appointments, the ID Center and the Office of Human Resources created special OSU ID cards. Prior to this initiative, OSU temporary and academic wage appointment personnel were not eligible for an official OSU ID Card. Instead, they would receive a paper card showing they were eligible for certain OSU employee benefits, like access to Dixon Recreation Center, parking permit purchases, and ONID accounts. The new ID cards, available to 480 employees in FY14, offer the same functionality as current OSU employee cards, including door proximity access and the optional Orange Rewards program. This initiative offers official recognition that these two employee groups are a critically important part of the OSU community.

Capital Planning and Development

Coordinating Comprehensive Services for Inclement Weather Repairs
(Involvement: Capital Planning and Development in Partnership with Facilities Services and Enterprise Risk Services)

Severe weather in December 2013 and February 2014 caused significant damage to approximately 20 university buildings and infrastructure, with an estimated damage of $800,000. Snow and ice removal, and fallen trees were among the problems that resulted. Frozen water and fire sprinkler lines burst, causing substantial water damage to buildings. Responding to the damage took nearly 2,000 labor hours for Facilities Services.

Working with Facilities Services and Enterprise Risk Services to assess the extent of the damage, Capital Planning and Development ensured completion of the critical ceiling, flooring, and painting repairs. Enterprise Risk Services secured access to funding from the Federal Emergency Management Agency to assist with the costly repair and replacement of chillers and pipes as well as building structural repairs.

(Partnership at its Finest)

Facilities Services was very pleased to have the support and collaborative efforts of CPD. We leveraged our resources and really formed a cooperative and synergistic partnership. This enabled us to support the campus in a timely manner during this unusual, and hopefully rare, weather event.”

-- Joe Majeski, Director (Facilities Services)
Improved Coordination for Campus Closure and Shutdown Notifications
(Involvement: Capital Planning and Development in Partnership with Facilities Services, Enterprise Risk Services, Parking Services, and Conference Services)

Capital Planning and Development, Facilities Services, Parking Services, and Conference Services worked collaboratively to develop a centralized, online location for posting campus closure, shutdown and detour information. This has greatly streamlined information-sharing efforts and provided a new forum to respond to requests from the campus community. The collaborative approach across these units has increased efficiency, decreased duplicate or conflicting closure notifications, and now provides more timely and accurate information to the OSU community.

OSU Shared Services

Business Center Survey Shows Service Improvements
(Involvement: All Business Centers)

Business Centers provide human resource, accounting, and finance transaction services and consultation, with a focus on exemplary support. In FY14, OSU Shared Services conducted an anonymous customer survey of all faculty and staff at OSU to gauge the level of satisfaction and opportunities for enhancement.

Using a five-point scale (with five being the highest), results showed improvement in all categories when compared with surveys conducted between 2010 and 2012. Overall, faculty and staff convey a high level of satisfaction with several aspects of service provided by their Business Centers. The 2014 survey also highlighted specific areas for improvement, and identified areas where best practices can be implemented across all business centers.

ANONYMOUS SURVEY RESPONDENT TESTIMONIALS

“I have been impressed with the formation of the business centers and how they operate. They have been very helpful to my unit and staff.”

“I love the positivity at the business center! The staff are good people, and are proud to serve their customers.”
Business Center Provides Collaborative Answer to Multi-Agency Issue

(Involved: University Administrative Business Center, Business Affairs, Procurement, Contracts and Materials Management, Information Services)

When the Hatfield Marine Science Center (HMSC) decided to install a donation kiosk that accepted debit/credit cards, it ran into a number of complications involving compliance standards and legal issues with various oversight agencies within the State of Oregon. The University Administrative Business Center (UABC) was called on to help find a solution. With the help of Business Affairs and Information Services, UABC was able to identify a service provider that met compliance standards and would make the donation process quick and easy while offering robust e-commerce security.

UABC brought together representatives from the State’s Offices of Administrative Services and E-Government and Voice Services, the Department of Justice, and additional OSU departments (including Office of the General Counsel and Procurement, Contracts and Materials Management) to work out the details to implement a solution using wireless touch-screen technology. As a result, HMSC now has a stand-alone kiosk that is helping increase visitor contributions. This project exemplifies OSU’s strategic goal to “strengthen impact and reach throughout Oregon and beyond,” creating a collaborative and sustainable relationship with the marine sciences community.

Due to the collaboration and commitment to exemplary service and problem-solving, OSU Shared Services paved the way for a new, streamlined method for revenue collection that improves options for payees/donors. UABC and Business Affairs will next explore use of the technology to accept wireless payments in other contexts such as Extension Agents selling items at off-site workshops and county fairs.

BEYOND EXPECTATIONS

“The recent success in developing a kiosk for contributions at Hatfield overcame several technical and bureaucratic challenges, and paves the way for replicating this tool across the university landscape. It is an example of applying technology to the design of business practices that some said couldn’t be done. Relationships, problem-solving skills, and innovation made few things off-limits.”

-- Scott Reed, Vice Provost for University Outreach and Engagement and Director OSU Extension Service
Finance and Administration Awards honor and recognize Division of Finance and Administration (DFA) employees, including student employees, whose actions or achievements have demonstrated excellence in several areas. In FY14, award winners were selected from nearly 70 nominees, and were recognized at the DFA annual picnic.

About the Awards and Honorees

- **All Star Award** is the highest of awards. It recognizes actions and achievements that demonstrate alignment with the core values of Finance and Administration.
  - Award Recipient: Kevin Christman, Facilities Services

- **Community Building Award** honors contributions and volunteer efforts in the community(s) in which the employee works or lives.
  - Award Recipient: Jeff Wiseman, Agricultural Sciences and Marine Sciences Business Center (Newport)

- **Customer Service Award** goes to the employee that exemplifies extraordinary service, service with a smile, positive attitude and a high degree of respect for customers.
  - Award Recipient: Jeff Merth, Budget and Fiscal Planning

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In all that we do, we seek to engage our people and others to develop strategies and solutions that advance economic growth and social progress.

- Oregon State University, Strategic Plan 3.0

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David Blake (right) presents the Teamwork Award at the annual picnic for the Division of Finance and Administration. Recipients include: Alex Sims, Mary Page, Jonathon Spencer, and Holly Holloway of Business Affairs (all individuals not in photograph).

(Photoby Amanda Anderson)
• **Innovation Award** is given to an employee who demonstrates an outstanding ability to innovate in the workplace.
  - Award Recipient: Mark Wieglerda, Facilities Services

• **Leadership/Mentor Award** recognizes leadership contributions toward carrying out the Division of Finance and Administration’s vision and objectives.
  - Award Recipient: Andrea Norris, Campus Recycling (Business Affairs)

• **Outstanding Students Awards** celebrates demonstrated commitment to excellence in achieving nominee’s overall unit goals.
  - Award Recipients: Kyle Reed, Business Affairs, and Sillia Sequeira, Capital Planning and Development

• **Teamwork Award** honors outstanding ability in working with a team either in a work-unit or between units.
  - Award Recipients: Alex Sims, Mary Page, Jonathon Spencer, and Holly Holloway, Business Affairs

* Awards ceremony at the annual picnic for the Division of Finance and Administration.
  (Photos by Amanda Anderson)*
LEADERSHIP TEAM AND DEPARTMENT OVERVIEWS

W. GLENN FORD, Vice President and Chief Financial Officer
Division of Finance and Administration

The Vice President for Finance and Administration (VPF&A) provides financial leadership, vision, coordination, and budgetary guidance for Oregon State University. The Vice President/Chief Financial Officer, Glenn Ford, is an active participant in University budget policy decisions, while promoting fiscal accountability and supporting the Board of Trustees’ Finance and Administration Committee.


MELANIE ROSE, Executive Assistant
Division of Finance and Administration

As the Executive Assistant to the Vice President for Finance and Administration, Melanie supports the VPF&A and the Division’s activities. She is responsible for day-to-day office operations, coordination of meetings and committees, assists with the development of presentations, documents and represents the VPF&A as requested. She is the first point of contact for visitors and serves as the lead role in coordinating statewide meetings with other Oregon universities’ VPF&A’s executive assistants.
LEADERSHIP TEAM AND DEPARTMENT OVERVIEWS

MICHAEL GREEN, Associate Vice President
Division of Finance and Administration

The Associate Vice President for Finance and Administration’s (AVPF&A) office is responsible for the development and preparation of regular financial reports provided to the OSU Board of Trustees, the Higher Education Coordinating Commission, the Governor’s Office, the Legislative Fiscal Office, the Legislative Revenue Office, and individual legislative members. The AVPF&A’s office is also responsible for implementation and maintenance of the OSU multi-year integrated financial planning model, as well as management for cash and investments, capital financing and debt, the University's internal bank and tax compliance. Oversight of the controllership and business affairs functions and the University's integration with the University Shared Services Enterprise are also key responsibilities.

KAVINDA ARTHENAYAKE, Director
Conference Services, Printing and Mailing Services, Transportation Services

Conference Services provides event management services for academic and professional meetings and conferences, plus art exhibits and performances. It provides management of The LaSells Stewart Center and works to support OSU’s mission of academic excellence through on- and off-site hospitality partnerships.

Printing and Mailing Services provides printing, graphic design, copyright clearance, campus mail, and campus freight services. It supports OSU’s academic and business communication needs with onsite equipment, technology, and staff.

Transportation Services encompasses Parking Services, Motor Pool, and Transportation Options, and provides comprehensive services to OSU. In addition to parking permits and lot management, the unit provides onsite assistance services, management of a short-term and seasonal vehicle rental fleet, and campus shuttle operations, as well as oversees coordination of alternative transportation options.

DAVID BLAKE, Assistant Vice President and Chief Human Resource Officer
Human Resources, Facilities Services, Risk Management, Public Safety

The Office of Human Resources (OHR) provides comprehensive services for OSU employees located in 40 locations across Oregon. OHR provides leadership, service, and consultation in the areas of employee benefits, classification and compensation, academic and workplace solutions, strategic staffing and workforce planning, HR systems and technology, and learning and organizational development.

Facilities Services provides building maintenance and operations services across campus. It offers work order coordination, custodial services, landscape and grounds maintenance, building access, carpentry, and plumbing services, as well as oversees the campus Energy Center and other operations.

Risk Management minimizes loss to OSU by identifying potential risk exposures and developing effective solutions to protect resources in support of the University’s mission. It offers consultation, analysis, oversight, and monitoring.

The Department of Public Safety (DPS), working in concert with Oregon State Police, helps to ensure a safe and livable campus for OSU students, faculty, staff, and visitors. In addition to providing emergency responses, DPS offers property registration programs, personal safety training, and other support services.
LEADERSHIP TEAM AND DEPARTMENT OVERVIEWS

SHERM BLOOMER, Director

Budget and Fiscal Planning

The Office of Budget and Fiscal Planning supports informed decisions and promotes sound use of public resources in alignment with the mission and goals of Oregon State University. Activities include preparation of the annual OSU budget, oversight for compliance with state, federal and other regulatory guidelines, and providing fiscal planning support to all academic, research and public service units. In addition, the Business Intelligence Center (BIC) is located in the Budget Office. The BIC is responsible for the development, support, and maintenance of the Cooperative Open Reporting Environment (CORE) and Jaspersoft (ad hoc tool) reporting systems and the online reimbursement/direct payment systems for Oregon State University.

AARON HOWELL, Assistant Vice President and Controller

Business Affairs

Business Affairs is responsible for Oregon State University’s financial and internal control structure, ensuring alignment with the strategic plan, policies, and generally accepted accounting principles. The office works to meet fiduciary and regulatory responsibilities and addresses the operational needs of university departments, in service to students, parents, alumni, colleagues, and other stakeholders.

JAN LEWIS, Director

Administrative Services

Administrative Services provides administrative, capital, and financial planning support to the units of Finance and Administration and the University. The staff works closely with the Office of the Vice President for Finance and Administration to support business planning, long-range debt planning, and coordinating with various government entities, including the Higher Education Coordinating Commission, the Oregon Education Investment Board, the Oregon Department of Administrative Services, and the Oregon Legislative Fiscal Office.
KIRK PAWLOWSKI, Executive Director and University Architect

Capital Planning and Development

The Office of Capital Planning and Development provides capital administration planning for OSU. Key areas of responsibility include design and construction management, capital construction projects, short- and long-term infrastructure and capital planning, university land use and real estate management, space planning and management, and geographic information systems management.

LINDA POWELL, Director

OSU Shared Services

Composed of seven distinct business centers, OSU Shared Services delivers business services to the OSU community by providing efficient financial and human resource transaction processing, accurate and tailored financial reporting, procurement assistance, grant monitoring, and support for development of a high-quality workforce. Staff in each business center (BC) provides professional consultative support to designated colleges and units: Agricultural Sciences and Marine Sciences BC, Arts and Sciences BC, Auxiliaries and Activities BC, Business and Engineering BC, Forestry, Oceanic and Atmospheric BC, Health Sciences BC, and University Administrative BC.

BRIAN THORSNESS, Executive Director

Business Process Reengineering

Business Process Reengineering is leading an initiative to identify opportunities for business improvements and efficiencies at Oregon State University. This office works collaboratively with all Finance and Administration units.