



# **ANNUAL REPORT** **FISCAL YEAR 2020**

Division of Finance & Administration



**Oregon State**  
**University**



# TABLE OF CONTENTS

Message from the VPFA .....	3
Implementing the DFA Framework for Success.....	5
Responding to the COVID-19 pandemic .....	9
Essential onsite work, ongoing since March.....	9
Crisis response in spring and summer.....	11
Planning for fall and beyond .....	15
Advancing diversity and inclusion.....	16
Supporting university-wide budget, resource and infrastructure planning.....	18
Budget and Resource Planning .....	18
Capital and Infrastructure.....	19
Sustainability.....	21
Creating more efficient policies and processes .....	23
Preparing for safety, hazards and business continuity.....	28
Recognition and Awards.....	32
About the DFA .....	34



## MESSAGE FROM THE VPFA

Fiscal year 2020 was eventful. OSU's transition to a new president and other important events in our community were overshadowed as the U.S. has continued to grapple with the public health and economic impacts of the coronavirus pandemic. Additionally, Oregon experienced a rash of significant wildfires in late summer. I am inspired to see how Division of Finance and Administration (DFA) employees came together to support our community and the region while driving positive advancements on our division's strategic priorities throughout the year.

This 2020 DFA annual report recognizes the collective efforts of employees across the division's units. I am particularly thankful to everyone who participated on COVID-19 response and planning teams over spring and summer. I also want to call special attention to the efforts of the folks in Emergency Management, Environmental Health & Safety, Materials Management, Facilities Services and DFA Information Technology for their work as essential employees. These teams worked extra hours to maintain campus locations under difficult circumstances to support residential students, researchers, professors, administrators and staff who required continued access.

The safety of OSU's students, faculty, staff and visitors continues to be a top priority for the division. In FY2020, we invited the OSU community to collaborate on designing an evolution of the university's public safety programs—including Corvallis campus law enforcement services—to better reflect the university community's values and principles. As described later in this report, we are in the process of creating a public safety program that emphasizes oversight, accountability, transparency, comprehensive training and ongoing community engagement while advancing inclusivity, diversity and justice without bias.

The actions and outcomes described in the 2020 report were guided by the division's foundational principles and developed as part of the DFA Framework for Success, a comprehensive approach to supporting informed and transparent decision-making for

the benefit of the entire university. Our principles (in bold) are presented together with their outcomes and grounded within the context of our community's values.

Division employees made significant progress over the last year implementing the Framework for Success. As we move into FY21, DFA units are in the final stage of metrics development. This year's report outlines the key performance indicators we developed to drive DFA actions in support of OSU's strategic plan, resulting in the following strategic priorities common to all the division's units:

- Fully implement the DFA Framework for Success.
- Advance diversity and inclusion.
- Support university-wide budget, infrastructure and workforce planning.
- Create more efficient policies and processes.
- Prepare for safety, hazards and business continuity.

The division's senior leaders and I are very appreciative of the resilience, flexibility and creative thinking displayed by division employees over the past year. Together with colleagues across the university, DFA teams have been actively assessing and mitigating risk and developing innovative solutions that account for the different needs and goals of our community members.

Addressing the challenges of 2020 has helped prepare us for the future, as the DFA must be ever-more nimble, adaptable and responsive to support OSU's goals for transformation, excellence and impact. I have full confidence in our team to execute and achieve these goals in 2021.

With gratitude,

**Michael J. Green, CPA**

Vice President for Finance & Administration  
Chief Financial Officer



Oregon State University  
Finance and Administration

## DFA Principles

OSU Core Values				
Accountability	Diversity	Integrity	Respect	Social Responsibility

- ☐ **Structured and inclusive decision-making** generates effective results.
- ☐ **Clear and transparent communication** conveys and confirms intent and respect for all stakeholders.
- ☐ **Process consistency, balanced with flexibility**, improves efficiency and effectiveness.
- ☐ **Community safety and respect for all its members** embodies our core values, and enables our mission.
- ☐ **Active stewardship of resources** ensures the long-term success of the university.
- ☐ **Assessing and managing risk** balances innovation and compliance.
- ☐ **Clearly defined and integrated policies, standards and processes that remove institutional bias, coupled with appropriately delegated authority**, empower employees and improve the satisfaction of all stakeholders.

Accountability	Diversity	Integrity	Respect	Social Responsibility
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# IMPLEMENTING THE DFA FRAMEWORK FOR SUCCESS

The DFA Framework for Success is a comprehensive approach to supporting informed and transparent decision-making across the Division of Finance and Administration, for the benefit of the university. The approach promotes the removal of barriers between units and allows people with vastly different jobs to share a common language, a unified direction and a sense of belonging to a wider community.

The Framework for Success has three main elements:

1. Guiding principles
2. Key performance indicators (KPIs)
3. Division-wide and unit-level key activities with supporting metrics

Built on the foundation of OSU's core values—accountability, diversity, integrity, respect and social responsibility—the DFA Framework for Success allows for an open and collaborative culture where everyone can contribute their expertise and ideas. Vice President Green is seeking holistic, objective and measurable insights

into how well the division supports the teaching, research, outreach and engagement mission of the university. He also wants each employee within the division to understand why their work is important and how it advances the goals of **OSU's Strategic Plan 4.0**.

**ACCOUNTABILITY,  
DIVERSITY,  
INTEGRITY, RESPECT  
AND SOCIAL  
RESPONSIBILITY**

DFA teams have worked closely with OSU associate professor **Javier Calvo-Amodio, Ph.D.** and his graduate assistants in a research-informed approach to developing the DFA Framework for Success concept and elements. The team created **an image that summarizes** how the Framework elements fit together. A number of important milestones were achieved in FY20, as detailed in this report.

# TIMELINE

## FALL 2017

Framework concept emerged

## 2018

Initial visioning and planning

## FALL 2019

DFA Risk Appetite Statements finalized

## WINTER 2020

Key Performance Indicators developed

Framework for Success identified as DFA's strategic guide

Risk Assessment Tools developed to support OSU and the DFA Risk Appetite Statements

## SPRING 2020

Division-wide metrics finalized

## SUMMER 2020

Kick-off development of unit-level metrics

## END OF 2021

Anticipated completion of phased implementation

## KEY PERFORMANCE INDICATORS AND KEY

Activities developed in winter 2020  
With guiding principles completed by fall 2019, division leaders spent last winter term developing broad key performance indicators (KPIs). KPIs serve to operationalize what is important to the DFA, reflecting broad categories that define the things that everyone needs to pay attention to across the division.

Key performance indicators allow DFA employees to speak a common language despite holding vastly different jobs. Whether a person works in Facilities, Human Resources or Accounting, they care about how their work impacts people and contributes to the success of the university.

KPIs are very broad, so DFA leaders created relevant key activities, finalized in March, that further focus DFA units' collective efforts. Key activities enable people in different areas to spend time on activities that best contribute to the division's overarching goals. In this way, even if people are measuring different activities, every unit's work has a connection to—and an impact on—the common key performance indicators.

## METRICS DEVELOPMENT CONTINUED IN SPRING AND SUMMER 2020

Metrics are performance measurements tied to each key performance indicator through their corresponding key activity. They are used to better understand successes and challenges. Metrics will help determine service expectations between Finance & Administration units and their partners, define timelines and quality levels for deliverables, and identify opportunities to improve processes and resolve concerns. Metrics can be added or changed in response to updated division-wide priorities over time.

## OVERARCHING DIVISION METRICS

The overarching division metrics are designed to track the performance of the DFA key activities and DFA actions that have university-wide impacts as they support decision-making and advance OSU's goals. Each of the overarching division metrics is associated with a Key Performance Indicator.

DFA senior leaders work as a team to monitor and manage the overarching metrics. This group finalized the initial set of division metrics in spring 2020 to help guide the development of unit-level metrics. Division metrics will continue to be refined over the coming year.






## UNIT-LEVEL METRICS DEVELOPMENT BEGAN IN SUMMER 2020

Starting in May and continuing through August, DFA units are selecting the division-wide metrics that best measure how they contribute towards DFA's success, and then developing key activities and metrics that demonstrate how their unit's work advance division-wide metrics in support of OSU's mission. This work will be measured by the team's sub-metrics.

In the coming fall term, DFA teams will define how the information for each metric will be obtained, who will be responsible, how often the data will be gathered and reported, and collaborate with any additional partners that need to engage with the metric.

Initial unit-level metrics are expected to be implemented by units in a phased approach that will start in winter 2020 and continue into 2021. Once teams begin implementing their key activities and metrics, they will establish benchmarks, track and assess improvement or challenges and adapt as necessary. This work will assist the DFA in ensuring ongoing alignment with the actions outlined in OSU's strategic plan.

# DFA-KPIS, KEY ACTIVITIES AND DIVISION-WIDE METRICS

KPI	KEY ACTIVITY	DIVISION-WIDE METRICS
 <b>PEOPLE</b>	Attract, develop and retain excellent and diverse people	<ul style="list-style-type: none"> <li>Employee engagement (Talent Management, Employee Engagement/Climate Survey)</li> <li>Diverse talent acquisition and retention</li> </ul>
 <b>OPERATIONAL EXCELLENCE</b>	Create systems and procedures that support stakeholder success and achieve competitive advantage for the university	<ul style="list-style-type: none"> <li>Business systems and processes that are fit for purpose (measured through process time, # of people involved, # of steps involved, # of approvals)</li> <li>Stakeholder success (survey)</li> </ul>
 <b>SAFETY</b>	Provide for the health, safety, and well-being of our community	<ul style="list-style-type: none"> <li>Community sense of safety/security (Climate Survey, Bias Complaints)</li> <li>Engagement in safety/security</li> <li>Emergency management program is current and comprehensive</li> <li>Lab and industrial safety program is comprehensive (Peer Comparison, # of Safety Inspections/Trainings, Safety Incidents, Compliance Issues)</li> </ul>
 <b>INFRASTRUCTURE</b>	Build and maintain mission appropriate infrastructure	<ul style="list-style-type: none"> <li>Facilities are clean and well-maintained (Community Survey, Inspections, Contract Performance Metrics)</li> <li>Facilities are designed to support today's pedagogy and flexible to support the future (Survey, Peer/Best Practice Comparison, Remodel Costs over Time)</li> <li>Infrastructure is efficient and effective</li> <li>Facilities are accessible to all (Accessibility Study and Progress toward Accessibility Goals)</li> </ul>
 <b>FINANCIAL SUSTAINABILITY</b>	Manage university resources for the maximum benefit of stakeholders	<ul style="list-style-type: none"> <li>Financial resources are managed effectively</li> <li>Reserves are adequate-University, DFA, and units</li> <li>Effort reporting—benchmark spending/FTE by function across OSU, division and DFA units</li> <li>Managing within reoccurring budget- University, DFA, and units</li> <li>Transparency of budgets- University, DFA, and units</li> </ul>
 <b>RISK</b>	Manage compliance, financial and reputational risk	<ul style="list-style-type: none"> <li>Risk maturity rating (under development with Office of Audit, Risk and Compliance)</li> <li>Comprehensive insurance program</li> <li>Total Cost of Risk</li> </ul>



## DFA RISK APPETITE STATEMENTS AND RISK ASSESSMENT TOOLS DEBUTED JANUARY 2020

A project team consisting of members of Insurance and Risk Management Services and the Office of Audit, Risk and Compliance worked with DFA leadership teams to develop **DFA risk appetite statements** that express the amount and types of risk/opportunities our division is willing to accept in a range of categories: strategic, financial, reputational, compliance, operational and life safety. **Risk assessment tools** were then developed for the OSU community.

The **DFA risk appetite statements** are intentionally broad, explaining areas where there is a considerable appetite for risk, and those outcomes we seek to avoid. Rather than tell people what to do, they are intended to help DFA employees make well-informed decisions that consider the range of possible consequences and balance the needs of different stakeholders.

The **risk assessment tools** were built for use by any member of the OSU community with a responsibility for making decisions. The tools help people identify the risk of taking an action (uncertainties and possibilities), assess their impact and likelihood, and then develop a plan to mitigate the risks in a proactive way. Tools can be selected based on the complexity and speed of the decision in question.

The risk tools were developed alongside the DFA Framework for Success concept to better align business decisions with the amount of risk the university is comfortable with taking. Missing key opportunities by being unwilling to accept any risks can be just as detrimental to an institution's success as taking on too much risk. There is often no clear or correct answer to a question, so the risk tools help people stay focused on their core objective and balance the potential impacts on all stakeholders involved.

It took about a year to develop and finalize the DFA risk appetite statements and risk assessment tools with participation from an advisory committee, DFA leadership teams and colleagues from other OSU divisions like the Research Office. The statements were developed, tested by DFA work teams using real-world scenarios and then refined until they clearly communicate the division's risk appetite levels. The tools support sound decision-making.

The project team conducted training sessions in early 2020. An ongoing training schedule gives teams and supervisors opportunities to practice with the tools using real-world topics and decision points relevant to a team's work.

## FRAMEWORK FOR SUCCESS IDENTIFIED AS DFA'S STRATEGIC GUIDE

As the Framework's development matured in winter 2020, the DFA leadership team determined that the division does not require a stand-alone strategic plan. Instead the Framework for Success informs the division's strategic direction.

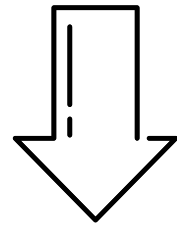
It works like this: The DFA's priorities and projects are driven by Framework elements—the guiding principles, key performance indicators and key activities. Together, these elements determine the division's specific actions, projects and priorities, which, in turn, directly advance actions in OSU's Strategic Plan 4.0.

The DFA's updated strategic framework website highlights five priorities that all DFA units contribute to and the SP4.0 actions they advance:

- Fully implement the DFA Framework for Success
- Advance diversity and inclusion
- Support university-wide budget, workforce and infrastructure planning
- Create more efficient policies and processes
- Prepare for safety, hazards and business continuity

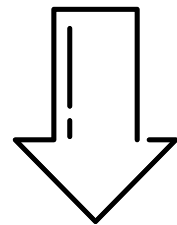
## DFA FRAMEWORK KEY PERFORMANCE INDICATORS, ACTIVITIES & METRICS

**DRIVE**



## DFA ACTIONS, PRIORITIES, & PROJECTS

**ADVANCE**



## OSU SP4.0 ACTIONS





## RESPONDING TO THE COVID-19 PANDEMIC

In response to the pandemic beginning in spring term, Oregon State University followed the governor's executive orders and transitioned to fully remote delivery of classes and operating with only identified essential personnel on campus. Every OSU unit had to make difficult choices about which activities to continue and which to reduce. DFA units supported a range of collective actions and shared the pain of budget reductions along with everyone at OSU.

Because of OSU's relatively strong financial position going into the pandemic, university leaders were able in spring and summer terms to plan a cohesive response. This resumption plan was developed in consultation with public health experts across the communities in which we live and work and is consistent with state of Oregon guidelines for pandemic measures. DFA units provided information and recommendations to support the decisions and needs of OSU students, administrators, deans, faculty members, staff and other stakeholders.

At the end of FY20, the university remained under restricted in-person and on-site operations and expected that to continue through fall term. This report highlights the work of DFA units as they conducted essential on-site work since spring, supported OSU's ongoing pandemic response, and contributed to a range of resumption plans in order to be ready any circumstance.

### ESSENTIAL ONSITE WORK, ONGOING SINCE MARCH

#### EH&S PROVIDES CRUCIAL SUPPORT SERVICES TO THE OSU COMMUNITY

Environmental Health and Safety (EH&S) provided critical on-site support operations during the coronavirus pandemic, partnering with many units throughout the university providing essential services to conduct compliance inspections, safety equipment maintenance, respirator fit testing, and



other consultations. EH&S conducted over 600 workplace safety assessments and consultations over spring term, including working with researchers to complete COVID-19 related risk assessments. On-site safety services for campus partners continued through summer term, as classes and research resumed at limited levels.

EH&S staff are supporting education and research resumption planning by developing COVID-19 health and safety guidelines and procedures in support of the **Continuity Management Team** (CMT) and Building Operations Resumption Team. EH&S staff were instrumental in collecting more than 12 pallets of critically needed personal protective equipment at the beginning of the pandemic and providing these greatly needed supplies to Oregon healthcare workers confronting COVID-19.

During this time of restricted operations on campus, EH&S staff working remotely also advanced a number of projects including development of COVID-19 health and safety resources, education and training material, the updating of over 5,000 hazardous material catalogs in the EH&S database, and the revision of a range of policies and operating procedures.

### **MATERIALS MANAGEMENT CONTINUES ONSITE SERVICES**

When the pandemic began, Surplus Property staff went to work providing equipment and supplies from the OSU Used Store, like laptops, desks and chairs, to help university employees effectively work from home. A team remained onsite to keep the campus functioning safely.

They supported university operations, such as construction projects, and picked up recycling from residence halls and other active buildings on campus. Though typical Residence Hall Move-Out procedures were altered with the COVID-19 pandemic, Campus Recycling and Surplus Property staff were still able to offer residents the opportunity to donate their belongings as an alternative to throwing them away. As a result, almost two tons of material was collected and given to nonprofits.

The Surplus Property team also kept its online store open to fill customer needs and continue to generate revenue for the university. Through online sales and careful budget management, this auxiliary unit ended FY20 with a positive budget balance.

### **MATERIALS MANAGEMENT DISTRIBUTES PPE TO ESSENTIAL EMPLOYEES**

As it continued limited essential operations, the Materials Management team also quickly transformed the Surplus Store into a central point to receive shipments and distribute personal protective equipment to essential employees. As part of the Operations Resumption team, Materials Management quickly developed a strategy to warehouse and distribute face coverings, face shields and other supplies for OSU's immediate response. As of the end of August, the surplus team had distributed almost 28,000 face coverings to departments operating on-site.

### **TRANSPORTATION SERVICES REFUNDS SPRING PARKING PERMITS**

Like all of OSU's self-supporting units, the Transportation Services team had to determine how best to care for students, faculty and staff while managing a cohesive response to the COVID-19 situation. Most Transportation Services revenue comes from parking permit sales and Motor Pool vehicle rentals, and with nearly everyone working and studying remotely, there is little demand for these services.

The Transportation Services team prioritized consistency, accuracy and empathy when they made a difficult call to suspend parking charges during April, May and June. Transportation Services

**AS OF THE END OF AUGUST, THE SURPLUS TEAM HAS DISTRIBUTED ALMOST 28,000 FACE COVERINGS TO DEPARTMENTS OPERATING ON-SITE.**



and Business Affairs employees worked together to quickly reverse regular fiscal procedures and communicate the changes to the community. The refunds and the loss of regular short-term parking revenue resulted in a shortfall of about \$1 million (or 25%) from the department's FY20 budget.

### CONTROLLER'S UNIT PROVIDES ESSENTIAL ON-SITE FINANCIAL SERVICES

The Auxiliaries and Activities Business Center (AABC) continued on-site cash vault operations with limited weekly service. AABC staff also partnered with the Cashier's Office to support central cash handling responsibilities. Business Centers have staff on site every week to complete critical business functions for the units they support. They collaborated with college administrators to develop on-site safety protocols for services that require physical contact.

To support employees that began working remotely, Payroll transitioned to using USPS for all check deliveries. While over 90 percent of employees participate in **direct deposit**, there is still a population that chooses to receive paper paychecks. Prior to the COVID pandemic, employees could receive their paycheck in a variety of ways, including pick-up at a department office, a Business Center, or the Payroll office. These options developed over time in response to employee needs, but the pandemic compelled a new approach in order to best serve people. After thoughtful analysis and stakeholder involvement, the decision was made to mail paychecks directly to employees. This method will be retained as standard operations since it improves service, internal controls, and efficiency.

### CRISIS RESPONSE IN SPRING AND SUMMER

#### PCMM AND SURPLUS STOCK A RESUMPTION SUPPLY STORE FOR CORVALLIS CAMPUS

As the university's Continuity Management Team made plans for resuming on-site operations, the safety of the OSU community was its primary concern. It became clear that everyone must play a role in cleaning for health to keep our spaces safer. In the middle of the coronavirus pandemic, though, global demand made cleaning supplies

and equipment scarce and expensive. DFA leaders set up an operations taskforce to assist the OSU community with its ongoing COVID-19 response.

The taskforce established a central resumption supply store for cleaning supplies and personal protective equipment, where all OSU departments



can purchase needed materials at affordable prices. Purchasing, Contracts and Materials Management employees collaborated with Business Affairs to find sources for everything required (including from OSU's own Chemistry Stores), negotiated favorable prices and terms, set up a distribution center in the Property Services building and created a streamlined ordering process within BennyBuy. Through bulk ordering and in some cases, leveraging existing contracts, Procurement achieved approximately 50% savings over estimated cost on the resumption supplies. A similar central supply system is being set up at OSU-Cascades.

To help make the transition back to on-site work easier for everyone, the Division of Finance and Administration will supply more than 4,000 free resumption sanitation kits to all OSU departments (one kit for every five employees in each organization), starting in late summer. Kits include disposable gloves for cleaning, surface cleaners, hand sanitizer, paper towels, 2 health posters from OSU's **Resumption Planning Toolkit** and painter's tape to hang them. Departments can order refill supplies at low prices using an OSU index.

## HUMAN RESOURCES AND BUSINESS AFFAIRS SUPPORT PANDEMIC-RELATED DECISIONS

As the fiscal year-end approached in June, university leaders had to react to the financial impacts of the coronavirus pandemic and make plans for the 2021 budget year without having full information or a way to predict the future. It was a moment that called for maximum flexibility and responsiveness. Acting under a very tight timeline, University Human Resources and Business Affairs staff diligently supported the effort, collecting data to inform leadership decisions and working many hours of overtime to implement them.

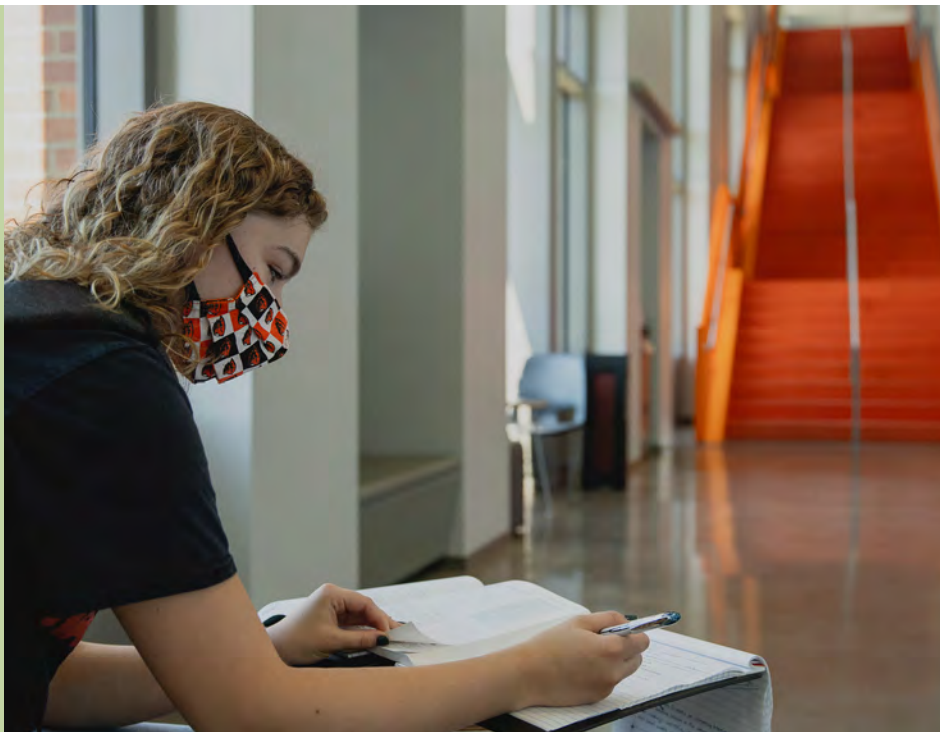
The Employee and Labor Relations team worked with a range of stakeholders, including union representatives and the Faculty Senate, to develop contract language and temporary policies to address the unique situation for all employee types. These changes allowed unit leaders to reduce employees' hours or salary in the upcoming year (with notice) if OSU's budget requires such a reduction, in order to avoid significant layoffs or eliminating positions, if possible. As part of this effort, OSU

created the Work Share and Extended Benefits Program for SEIU employees, making it possible for people who do experience partial layoffs to access state and federal benefits while maintaining their employment with OSU.

The Payroll team collaborated with University HR to prepare OSU's information systems to handle the new employee and leave categories, and they processed salary changes for impacted employees. This group met numerous times to carefully complete calculations and process individual employee data, as this project required. Payroll was able to do this efficiently on a very compressed timeline thanks to two staff members who are certified EmpCenter programmers. Their work saves OSU about \$20,000 annually for vendor support services, and they provide a level of flexibility and care that could not otherwise be achieved.

These intense efforts had to be managed at the same time as annual contract renewals for professional faculty and the university's year-end financial close process.

The Student Accounts and the Cashier's Office teams worked closely with the Registrar's Office and Financial Aid to ensure that students experiencing temporary financial distress would not be prevented from registering for fall term classes in May. They updated the trigger for financial holds and introduced a payment plan program for students continuing their studies in fall term. The team developed payment plan options in the online portal to allow students to more easily manage their accounts. Since the program started, 422 students have opted in, enrolled for fall term, and are staying up to date with their payments. The Financial Accounting and Analysis team tracked COVID-related expenses and determined proper accounting and reporting for CARES Institutional funds to ensure compliance with federal rules.





## FACILITIES SERVICES PARTNERS ON A COMPREHENSIVE COVID-19 RESPONSE

As most of OSU's buildings and facilities remained closed throughout spring and summer, Facilities Services became a critical partner in ensuring that OSU locations remained secure and beautiful. With fewer people on campus to report problems, Facilities Services employees acted as an extension of the Public Safety team by conducting daily building walk-throughs, keeping an eye out for safety concerns and maintenance issues.

The university's **Energy Center**, staffed by Facilities Services, is essential to OSU's care for students who continued living on the Corvallis campus. The heat generated by the Energy Center provides hot water for heating, showers and hand washing, and generates. The plant has the capacity to generate 45-50% of the annual electricity used at the Corvallis campus. The Energy Center staff is a small team with a set of highly specialized skills. They adopted a five days on/five days off work schedule to minimize contamination and maximize social distancing.

The Facilities Services team expanded the ways they care for campus infrastructure to provide for both the

immediate health and safety needs of the community and prepare for the full resumption of campus operations. Staff are activating faucets and eyewash stations in all campus buildings to keep fresh water running through pipes, preventing the potential buildup of bacteria.

Facilities Services directed the university's custodial partner ABM to adopt a specialized cleaning protocol during the time of reduced population in classrooms and buildings. They focused on enhanced cleaning of high touch point areas, such as doorknobs, light switches, telephones and elevator buttons, multiple times per day. They routinely sterilized classrooms, including all tables and chairs.

## SUSTAINABILITY EFFORTS REDUCE COSTS AND OSU'S CARBON FOOTPRINT AMID COVID RESPONSE

With the financial pressure of the pandemic, cost reduction became a priority for the Division of Finance and Administration. This spring and summer, OSU building controls technicians took special care to reduce the carbon footprint of buildings by lowering heating and cooling inputs to a minimum. By allowing temperatures to fluctuate more than usual in buildings

that are unoccupied or minimally occupied, OSU has dramatically saved energy, money, carbon emissions and wear and tear on heating and cooling systems. Between March and June 2020, OSU saved \$949,000 in utility costs compared to a three-year average.

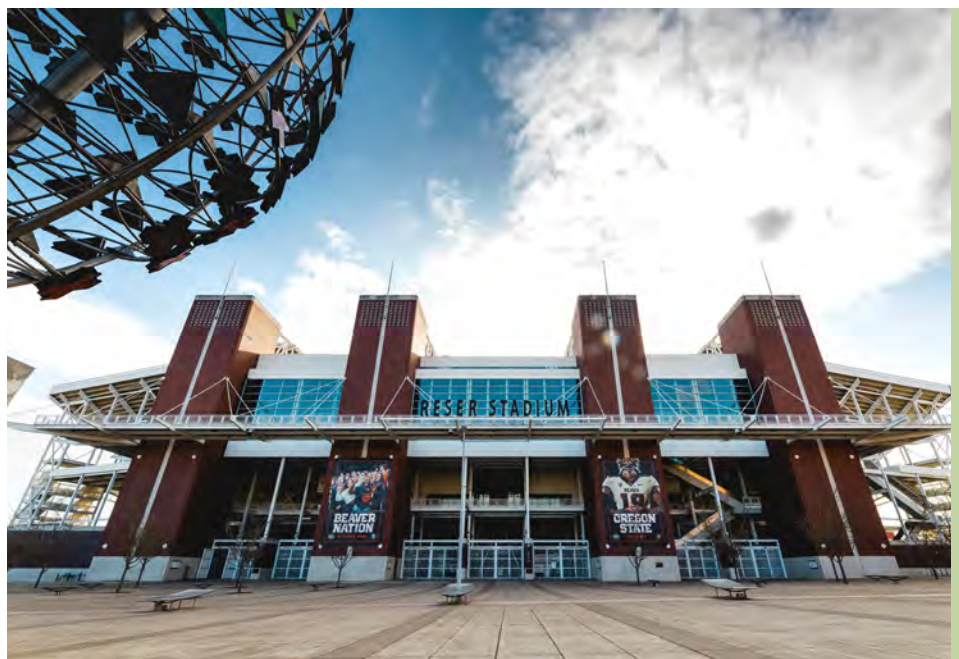
In buildings with active research and classes, air temperatures and ventilation are being controlled to maintain safety and meet researchers' needs. Automated schedules are also being adjusted based on expected occupancy times to increase efficiency even more. During the resumption of normal operations and beyond, at least some of these savings will persist because of the new approach to temperatures and schedules that building operators adopted during the pandemic.

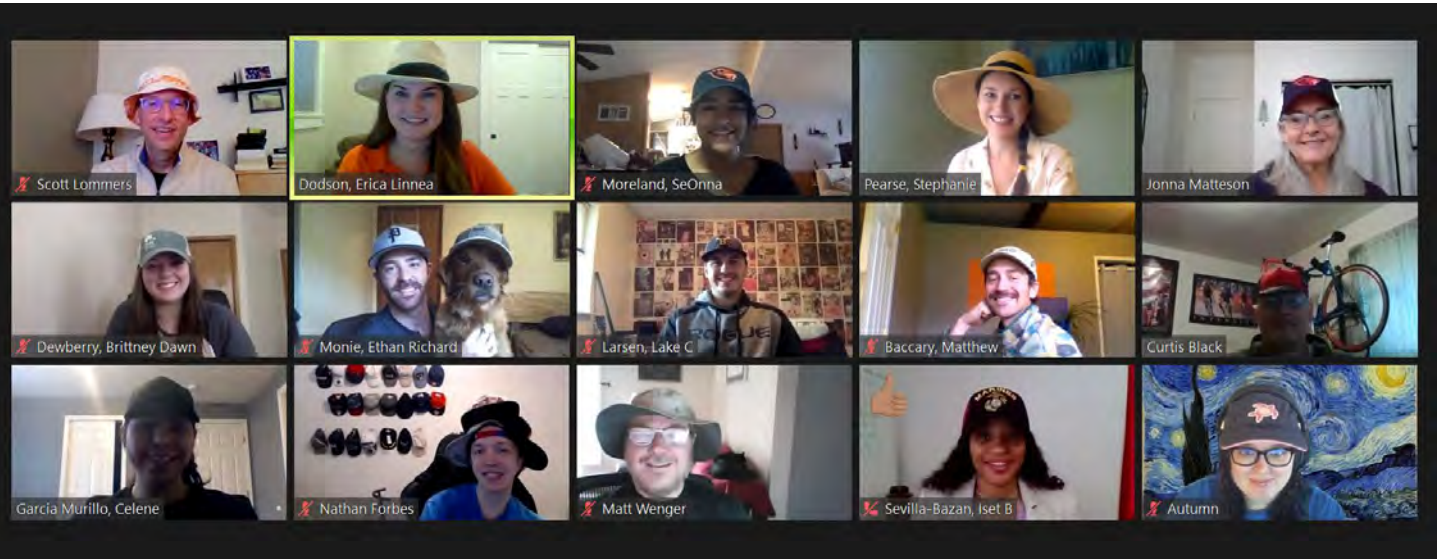
The Sustainability Office produced a **short video**, featuring the work of the Building Controls Shop in Facilities Services. It also offers a **real time energy dashboard**.

## UNIVERSITY HUMAN RESOURCES SUPPORTS A CULTURE OF CARE WITH INCREASED OUTREACH

The university has approached planning for pandemic response with the goal

OSU BUILDING CONTROLS TECHNICIANS TOOK SPECIAL CARE TO REDUCE THE CARBON FOOTPRINT OF BUILDINGS BY LOWERING HEATING AND COOLING INPUTS TO A MINIMUM.





of reinforcing OSU's culture of care by developing systems of support for students, faculty, staff and graduate assistants. University Human Resources (UHR) has embraced this challenge and implemented new practices and programs to increase engagement with and support of the OSU community during these difficult times. In March, UHR formed an AskHR team that responds to employee questions, including those relating to COVID-19 response, via a dedicated phone line and e-mail address. AskHR staff provide a responsive support to the university community, fielding hundreds of calls and e-mails weekly. UHR also created and maintains web pages outlining a variety of COVID-19 resources available to all staff.

Early this summer, UHR partnered with the OSU Foundation and university administrators to create and promote the Beavers Care initiative that supports OSU students, faculty and staff in need of emergency financial support. UHR administered the employee program—the OSU Faculty and Staff COVID-19 Disaster Relief Fund—which supported over 175 employees with tax-free financial grants of up to \$500.

In summer 2020, UHR introduced a new employee assistance program (EAP), **Beyond Benefits**, available to all employees and their household members. Beyond Benefits offers enhanced

resources across life events and seeks to provide impactful, holistic solutions at times they are most needed. Areas of focus include family needs, financial needs, mental/emotional support needs and legal needs. The new system offers 24-hour access to resources, the ability to connect via phone, email, chat or text, and multiple delivery options such as face-to-face, webinar presentations and on-demand interactive training. The Beyond Benefits model of service has a concierge-like approach. An employee can describe their unique need to a Beyond Benefits consultant and receive immediate support or be referred to a specialty care provider.

Heading into fall, UHR and the Controller's Units partnered to increase engagement with the administrative community on campus during this time where normal connections are disrupted by the remote work environment. A new monthly HR/Payroll Operations Forum offers timely information on upcoming processes, policy changes and COVID-19 response updates.

In light of public health goals, and to support the safety and success of OSU faculty and staff, UHR is offering weekly Return to Onsite Work webinars, with versions for employees and for supervisors. These facilitated forums provide updated information and resources consolidated from several departments on campus to ensure that

employees and supervisors have what they need to ensure effective return to onsite work, whether on the Corvallis campus, at OSU-Cascades, or at research or extension offices throughout the state.

### **CULTURE OF CARE EXPANDS ACROSS DFA UNITS**

The culture of care is expanding across the DFA as employees find ways to take care of each other and stay connected during this time of enforced distance. Examples include the Auxiliaries and Activities Business Center at the SEC's Crazy Hat Day (pictured above), proving that fun can happen remotely. PCMM developed a series of events to engage staff by holding Trivia Friday and June Zoom, where staff participated in fun activities.

### **BUSINESS CENTERS SUPPORT COLLEGE/UNIT TRANSITION TO REMOTE WORK**

As Business Center (BC) teams began working remotely in the spring, they also supported the transition for the colleges and units they work with. Internally, they created staggered schedules that allowed on-site work to be conducted safely and adopted new communication tools to stay in touch. BCs developed new ways for units to process transactions electronically, removing in-person components, and assisted units with travel cancellations and refunds.





Business Center employees also collaborated closely with campus partners to augment communications. In some cases, BC staff members were integrated into college business continuity and resumption planning meetings. BCs increased the frequency with which they share information with leaders and faculty, and used their messages to help keep everyone informed of safety precautions.

BCs supported partners in specialized ways to meet their needs. For example, the Forestry, Oceanic and Atmospheric Business Center (FOBC) worked with International Programs to manage deposits, cancellations and refunds for summer programs. They helped college advisors find ways to better engage with students and to develop the students' role in keeping buildings clean. They also supported CEOAS with grant proposal submissions and converting documents to the new format required by the National Science Foundation.

### **CONTROLLER'S UNIT COMPLETES OSU'S YEAR-END ACCOUNTING PROCESS REMOTELY**

The Controller's Unit completed the 2020 year-end financial close process remotely. To meet this demand, Financial Accounting & Analysis staff facilitated remote year-end training sessions. Everyone pitched in to process outstanding invoices and Journal Vouchers, complete final labor

distributions and finalize purchases prior to the end-of-year deadline.

## **PLANNING FOR FALL AND BEYOND**

### **FACILITIES SERVICES, EH&S PARTNER ON IN-PERSON CLASS AND RESEARCH SAFETY**

Collaborating closely with the Registrar's Office and EH&S, Facilities Services also developed a unique sanitation and physical distancing protocol for each of the classrooms and spaces that are planned for use in summer and fall terms. Facilities continues to support the Continuity Management Team's development and execution of resumption plans for fall term and beyond. EH&S assisted Printing and Mailing operations with delivery of 278 dangerous goods packages to support research activities.

The EH&S team also acts as an important information conduit between OSU administrators and public health & safety authorities. They performed an impact assessment of Oregon OSHA's Draft COVID-19 Temporary Standard and provided valuable comments that were submitted to Oregon OSHA on behalf of Oregon's public universities.

### **BUSINESS CENTERS PROVIDE VITAL FINANCIAL PROJECTIONS AND ANALYSIS**

After managing OSU's initial response to the coronavirus pandemic, university leaders had to figure out how to handle an anticipated budget gap of about \$50 million in E&G funds. Business Centers became a central resource, providing budget reports and multiple scenario analyses to support units' individual planning needs. Financial analysis and consultation services are expected to remain a major focus for Business Centers through fall term, as units work through an uncertain budget season. Business Centers also responded to the unique needs of their partner units. The Activities and Auxiliaries Business Center (AABC) assisted self-support

units to process a large volume of refunds for spring and summer terms. They helped calculate the impacts of revenue changes to activity budgets on a tight timeline. AABC staff assisted the Student Fee Committee and affiliated units in analyses that led to a vote to reduce spring term incidental fees. Since this was the first time a fee reduction had been implemented, the AABC, in partnership with Student Accounts, created a new process to apply fee discounts.

### **DFA SUPPORTS OSU'S TRACE COVID-19 TESTING INITIATIVE**

The Health Sciences Business Center (HSBC) and the Arts and Sciences Business Center (ASBC) are supporting the **TRACE COVID-19** project that is testing for the prevalence of coronavirus in Oregon communities. The project has multiple funding sources, requiring a great deal of coordination and short response times to allow for rapid procurement and hiring. The separate Business Centers developed a system to share staff in order to better align skills and capacity with the project's complex requirements. Transportation Services supported the OSU COVID-19 TRACE prevalence study with the use of motor pool vehicles.

### **OPERATIONS RESUMPTION TEAM HELPS PREPARE CAMPUS TO RESUME ON-SITE OPERATIONS**

To support the work of the university's Continuity Management Team in managing OSU's COVID-19 response, the DFA and University Information & Technology (UIT) established an Operations Resumption Team headed by Ben Wessel, director of information technology for DFA. The operations team is staffed by employees from EH&S, UFIO (Space Management and Facilities Services) and UIT. Their mission is to plan and execute the infrastructure and operations activities needed to ensure an effective transition to on-site activities that is aligned with university, state and federal pandemic reopening frameworks. The ORT does this by working closely with campus building managers and unit safety coordinators.



## ADVANCING DIVERSITY AND INCLUSION

The Division of Finance and Administration provides for a welcoming environment at Oregon State University, and we work to foster belonging and success for all Beavers, be they students, colleagues or professional partners.

The division's new key performance indicators and activities that prioritize people and their health and well-being mean that units are devising clearer ways to measure how well the DFA advances diversity and inclusion.

Some of the division's 2020 outcomes are highlighted in this report.

### **DIVISION LEADERS COMMIT TO ANTI-RACISM EDUCATION**

Diversity, inclusion and respect continue to be a major focus for the Division of Finance and Administration. The vice president has encouraged all DFA employees to think and care about matters of social justice, to hold ourselves accountable for inclusive behaviors and to understand and reduce our own biases. DFA employees

are reminded to take advantage of OSU's educational resources on equity, diversity and inclusion.

DFA leaders understand that it is incumbent on them to better understand how different community members experience OSU and to help make the university a more welcoming and safer place for everyone. To advance the team's knowledge and thinking, the vice president engaged DFA leadership teams in readings and discussions on the subject of diversity and inclusion. Division leaders are incorporating these lessons into their individual actions, holding conversations about equity and inclusion within teams, and working to identify and remove institutional bias from policies and processes.

### **DFA UNITS SEEK TO INCREASE DIVERSITY USING HIRING STRATEGIES**

In FY20, DFA leaders committed to using the strategies below more broadly to increase the number of applicants in the recruitment and selection stages of all



searches. The vice president continued the required use of search advocates on management level position recruitments in all DFA units. Leaders encourage hiring managers and search chairs for DFA recruitments to utilize stage-by-stage demographic checks as a strategy to increase the diversity of the candidate pool. They also ask search committees to utilize resources from Equal Opportunity and Access the Office of Institutional Diversity to advertise positions broadly to more diverse audiences.

### **MATERIALS MANAGEMENT SUPPORTS K-12 EDUCATION AND FILLS COMMUNITY NEEDS**

In fiscal year 2020, the Materials Management team, consisting of Campus Recycling and Surplus Property, found new ways to advance their missions in socially responsible and caring ways.

**PROVIDED  
SUPPLIES VALUED  
AT \$1,700 TO  
EIGHT SCHOOLS  
IN FOUR NEARBY  
COUNTIES.**

In January, the Waste Watchers club (a student organization sponsored by Campus Recycling) hosted a school supplies giveaway event for OSU students and the greater Corvallis community, in partnership with OSU's **Human Services Resource Center** and Surplus Property. The inaugural event brought in 125 people in three hours and nearly all the supplies were shared.

It's a program that will continue because it has a big impact on local kids, but a low impact on OSU's budget—the types of materials donated have very little revenue value for the university.

In February 2020, Surplus Property hosted an event for local schools to pick up scientific glassware and office supplies at no cost, to support their science education programs. The volume and fragility of scientific glassware that Surplus had in inventory proved difficult to dispose of through resale alone. This novel approach distributed the materials appropriately and provided supplies valued at \$1,700 to eight schools in four nearby counties.



## **HOW DFA ADVANCES DIVERSITY & INCLUSION**

### **DFA FRAMEWORK KEY ACTIVITIES**

drive DFA priorities and projects



### **DFA PRIORITIES AND PROJECTS**

support SP4.0



### **OSU SP4.0 ACTIONS**

advanced by DFA activities

- Operational Excellence KPI: Create innovative systems and procedures that support stakeholder success and achieve competitive advantage for the university
- Safety KPI: Seek to provide safety and well-being of our community
- People KPI: Promote and evaluate employee achievement
- Financial Sustainability KPI: Manage university resources for the maximum benefit of stakeholders

#### **Advance diversity and inclusion**

- Increase knowledge about diversity, inclusion and social justice among DFA employees
- Increase diversity in applicant pools, hiring and retention efforts

- Continue attracting and supporting a diverse, world-class faculty
- Increase experiential learning opportunities and ensure access
- Integrate inclusive excellence principles and practices into all aspects of the university
- Further internationalize OSU



## SUPPORTING UNIVERSITY-WIDE BUDGET, RESOURCE AND INFRASTRUCTURE PLANNING

In fiscal year 2020, Division of Finance and Administration units continued multi-year efforts to develop and refine tools that help university leaders better predict future outcomes. These teams also develop the detailed plans and take actions to realize OSU's mid- to long-term goals.

This report includes details about how DFA units are operationalizing the use of tools and systems that help leaders make decisions with greater confidence about the risks and benefits they will accrue.

### BUDGET AND RESOURCE PLANNING

#### **10-YEAR BUSINESS FORECAST HELPS OSU LEADERS SEE FUTURE OUTCOMES OF CURRENT DECISIONS**

In January 2020, OSU's Board of Trustees accepted the university's **ten-year business forecast**, the third update since its inception. The forecast

includes projections for both operating budgets and capital building and renewal plans. It is an important tool for university leaders to identify long-term trends in OSU's finances in order to best support the achievement of the goals outlined in SP4.0.

The 2020 forecast reflects best estimates of future revenues and costs, as well as opportunities to develop and expand outreach to potential students. The most recent update accounts for actions colleges and units are beginning to take under the new budget model and in response to recent budget reductions. It also considers the university's strategic commitments, such as plans to update the university's research space, address the deferred maintenance backlog and reduce our carbon footprint. The forecast includes estimates of future costs related to employee benefits, like PERS and health insurance, allowing administrators to strategize ways to keep these expenses manageable over the long term.



The ten-year forecast includes a total of about \$2.09 billion for major and minor capital infrastructure improvement projects over the next ten years. It includes some new buildings, but the primary focus is on renovating existing spaces to better fit modern needs and reduce OSU's deferred maintenance backlog. Of the total forecast, about \$1.48 billion is slated for academic instruction, research, housing and dining, and auxiliary spaces on the Corvallis and Cascades campuses. With maturity, the forecast has become a regular management tool for OSU leaders to better consider the potential impacts of decisions and investments before the university commits to them, and adjust our plans as necessary.

The coronavirus pandemic has certainly changed the university's immediate circumstances but the aspirations in the ten-year forecast and the strategic plan remain the same. At the end of summer 2020, the Office of Budget and Resource Planning, the Controller's Unit and the Capital Planning and Development team were working to update the forecast with new information about impacts of the coronavirus on OSU's revenue and the fiscal year 2021 budget. This informal updated 10-year business forecast will be used for all financial metrics at Board of Trustees meetings until the next scheduled update in January 2021.

### **CONTROLLER'S UNIT TEAMS: THE ANALYSIS ENGINE BEHIND OSU'S FINANCIAL HEALTH**

Maintaining OSU's financial health takes the coordinated efforts of numerous teams across the university. The Financial Analysis and Accounting (FA&A) department manages OSU's regular reporting and compliance requirements, making sure these responsibilities are filled no matter what other priorities are underway. In FY20, FA&A planned and successfully executed the year-end close process 100% remotely—a huge accomplishment, given the tight timeline. They also coordinated the execution of external financial statement audits and provided tax research and analysis to

support leadership decisions. Business Centers provided budget and financial analysis requested by departments, and consulted on special projects. The UABC supported a University Information Technology taskforce with research and input on a sustainable funding and budget model. The HSBC assisted College of Pharmacy leadership with a thorough financial analysis of all self-support operations to support long-term organizational and program decisions in the college. During the Oregon Legislature's special session in spring, the FOBC provided the Higher Education Coordinating Commission with an analysis of state funding for programs related to the colleges they serve.

### **EDUCATING THE COMMUNITY ABOUT OSU'S COMPLEX BUDGET**

Since fiscal year 2018, the Office of Budget and Resource Planning has held monthly Budget Conversations on various topics about OSU's budget and financial position. Starting in March

2020 and continuing through the summer, the conversations have focused on providing updates on budget planning in response to the pandemic and answering questions for the university community. In the first half of FY20, topics included OSU's tuition-setting process, how Intercollegiate Athletics budgets work and how private funding from the OSU Foundation is utilized.

## **CAPITAL AND INFRASTRUCTURE**

The building and maintenance of OSU's spaces and the sustainable actions planned by DFA units are key aspects of long-term budget, resource and workforce planning. Constructing and renovating buildings, developing infrastructure and implementing a robust technology architecture require an understanding of the current and future needs of OSU and its students, faculty, staff and researchers.





## CAPITAL PLANNING EMPHASIZES RENOVATING OSU SPACES

In fiscal year 2020, the Capital Planning and Development team, in collaboration with OSU's Infrastructure Working Group, continued the university's long term focus on projects that renovate and restore older classrooms, research spaces and buildings.

This report presents substantial progress on capital projects that was achieved in FY20.

### Campus Operations Center

**renovation, Corvallis**—This renovation and demolition project consolidated UFIO operations into the former OSU Foundation Building at 35th and Western. Existing Facilities shops buildings near 15th and Washington Way will be removed. The shops, equipment space and vehicle yards will be relocated to the renovated Campus Operations Center.

**Cascade Hall, Corvallis**—The renovated space at **Cascade Hall** is complete. It provides a new home for the Navy ROTC program on the lower floor on the west side of the building. The upper floor of the west side of Cascade Hall gives the Department of Public Safety room to accommodate staff and program growth. The project scope included a

full replacement of all building systems, seismic strengthening, and renovated space to accommodate the new tenants.

### President's Residence, Corvallis

Renovations were completed earlier this summer on the newly-purchased President's Residence on SW Western Blvd near the Corvallis campus, which dates to the mid-1930s. President F. King Alexander and his family moved into the home in mid-June. Work included a remodel of the kitchen and restrooms, opening up the space and widening doorways to improve flow and exterior ADA improvements. In the future, landscape improvements and a remodel of the guesthouse are planned.

### Gladys Valley Marine Studies

#### Building, Newport

The **Gladys Valley Marine Studies Building** was completed in fall term, with staff move-in starting in September 2020. The facility will support critical research, education, administrative and technical support, and outreach and engagement. The building was designed to withstand a 9+ sized earthquake and to be repairable following a large tsunami event. It features an innovative vertical evacuation site for tsunami safety that can accommodate over 900 people.

### Cordley Hall Move and NDUP

**Groundbreaking, Corvallis**—Phase 2 of the **Cordley Hall renovation** has begun. Occupants of Cordley's west side have

started moving to the recently-renovated Research Way Lab Building to allow this project to begin. This project includes the construction of a new 5,816 square-foot North District Utility Plant. The NDUP will house equipment used to produce emergency power and chilled water for HVAC systems for adjacent science buildings. Equipment for the plant will include six pumps, three chillers, six roof-mounted cooling towers, a fire system controls room, an electrical room, a backup generator and two transformers. The modern energy-efficient chillers and cooling towers will bring substantial energy savings and reliability to the research occurring in nearby science buildings. The NDUP will serve Burt Hall, the Agricultural and Life Sciences Building, and Cordley and Nash Halls.

## DFA EMPLOYEES HELP PLAN FOR A STRONG IT INFRASTRUCTURE

Fourteen Division of Finance and Administration employees helped to shape the future of information technology at OSU by participating as subject matter experts and advisors on ten Hot Topic task forces, at the request of Andrea Ballinger, the Vice Provost for Information and Technology. She initiated a highly collaborative planning process to address the university's current and future IT needs efficiently and effectively. The task forces covered areas like information governance and security, reporting and analytics and IT



funding. Each team's work was used by the CIO Advisory Committee to inform the IT Strategic Plan, expected to be finalized in October.

## SUSTAINABILITY

Sustainability goals have a natural long term focus; their success relies on diligent and consistent smaller-scale actions over time.

### SETTING GOALS FOR A SUSTAINABLE TRANSPORTATION STRATEGY

With support from Capital Planning and Development and Nunes-Uneo Consulting, Transportation Services developed the **OSU 2030 Sustainable Transportation Strategy**, a transportation demand management plan for the Corvallis campus. The Sustainable Transportation Strategy establishes goals and actions to reduce the percentage of drive-alone commute trips to OSU's Corvallis campus to 20% by the year 2030.

Transportation Services is talking about the plan with stakeholders and the broader community. The project team is now developing strategies to encourage transit, carpooling, bicycling, walking, and telework, as well as refining parking management strategies.

The actions within the plan will improve commuter choices and flexibility on a daily basis while also decreasing greenhouse gas emissions, fostering positive relationships with the community, and preserving land for open space, education, and research.

TO HELP KEEP  
USEABLE  
PRODUCTS  
FROM THE  
WASTE STREAM,  
SURPLUS  
PROPERTY  
CREATED A FREE  
OFFICE SUPPLY  
PROGRAM

### MATERIALS MANAGEMENT DELIVERS ON ITS MISSION IN A CHANGING ENVIRONMENT

The Materials Management team—Campus Recycling and Surplus Property—is situated within the Controller's Unit. They continue to evolve practices and

educate the community as standards and objectives change. Some of their work to advance OSU's sustainability goals is highlighted here.

### SURPLUS PROPERTY

In FY20, Surplus Property modernized its sales practices and increased the number of products featured for sale at online sales platforms. The team increased online sales by 300% over the same quarter last year, in part by capturing more revenue from out-of-state buyers. As a result, more funds were returned back to OSU departments.

To help keep useable products from the waste stream, Surplus Property created a free office supply program, which allows OSU departments to acquire office supplies and housewares priced at \$5 or less for free. The program saw a 30% increase in volume over the last quarter.

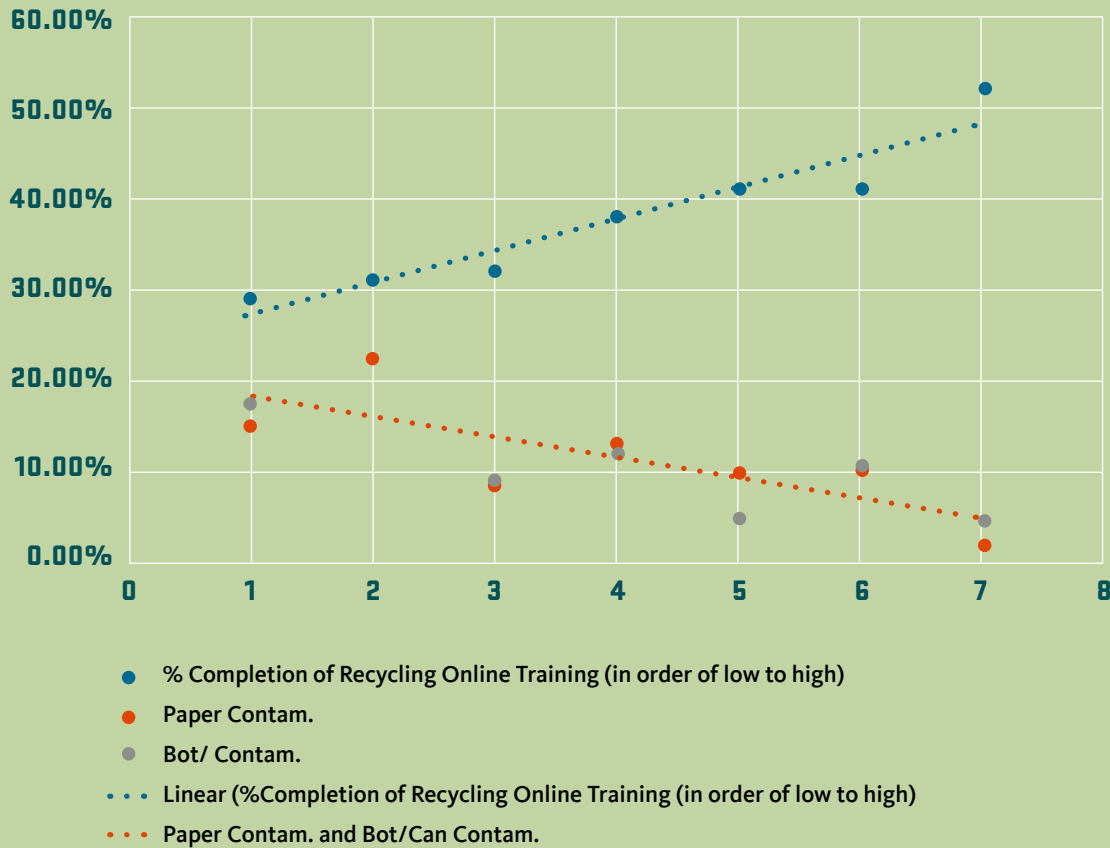
### CAMPUS RECYCLING

Campus Recycling built new partnerships in FY20 to increase student recycling using new educational tools for waste reduction and new ways of engaging the campus community to support sustainability goals.

The team used new procedures to reduce waste during the 2019 fall term student "Move In Day," working with UHDS staff to manage excess cardboard



## RESIDENCE HALL RECYCLING EDUCATION OUTCOMES



and packing materials. UHDS provided temporary recycling monitors at each waste station to guide residents, and Campus Recycling recruited local Master Recyclers to offer tips and instruction on how new residents could set up a recycling practice in their living spaces. As a result, almost 2 tons of cardboard, 18 cubic yards of polystyrene and 2 cubic yards of soft plastic film were recycled instead of going to the landfill. In spring 2020, Campus Recycling collaborated with UHDS to launch a joint residence hall recycling education plan, aimed at proactively reducing improper trash disposal and contamination in recycling bins. The plan includes a new Canvas-based, online training that every resident student is now being asked to complete. **Student Eco-Reps** (sponsored by Materials Management, the Sustainability Office and other campus

partners) conduct audits of their hall's recycling bins. The data collected by Eco-Reps suggest that the program is effective: when residence halls have a higher proportion of residents who have completed the training, the incidents of incorrect materials in the hall's recycling centers are lower (see graph above).

Campus Recycling organized a work group on low-waste events, with representatives from University Events, OSU Catering, Student Experiences & Engagement and the Memorial Union. Members worked throughout FY20 to assess campus barriers and opportunities, research best practices, and discuss needed resources for preventing and reducing waste at events organized on-campus. The result was the release of the Guide for Low Waste Events, available on the expanded **Green Events** website.

The recycling team also updated campus compost guidelines to align with recent policy changes among Oregon recyclers. The new guidelines recommend that event planners choose reusable food service ware (cups, plates, bowls, utensils, straws, etc.) rather than compostable versions like bamboo, which do not degrade effectively in the Northwest region.





## CREATING MORE EFFICIENT POLICIES AND PROCESSES

Since 2018, the Division of Finance and Administration has pursued a set of projects designed to address a broad range of business policy and process improvements and increase DFA units' effectiveness and efficiency, ultimately saving OSU resources.

Much progress was made within all the division's units in fiscal year 2020, as reported here, and more projects are on the horizon. As milestones are reached, DFA employees will continue with a cycle of assessments, peer benchmarking and continuous improvements.

### BEAVER WORKS PROJECTS

The Beaver Works portfolio encompasses a number of improvement and efficiency efforts that were initially developed in response to a 2017 comprehensive review of the division's business processes. Beaver Works expanded to a portfolio as smaller, more targeted stand-alone projects emerge—including the ones described below—while the core work continues.

The Beaver Works Core Project Team developed **Operational Excellence documents** for each of the eight functional areas in business operations that identify the business owner for each area, summarize the issues found by focus groups, describe expectations for what needs to be addressed by project teams, and suggest potential stakeholder groups to engage. Project teams will use the documents as guides in their work to improve policies, processes and systems in the following areas of focus:

- Accounts Payable
- Accounts Receivable
- Business Analytics
- Grants
- Payroll
- Purchasing
- Travel
- Systems Access

### TRAVEL REDESIGN

Sponsored by the Controller's Unit, the Travel Redesign Project's goal is to make it easier for employees to manage travel and related expenses, while making

oversight of the travel program more efficient using the best available tools and technologies. Vendor Payment Operations within the procurement office is leading a core implementation team, with project management services from Huron Consulting.

The **Travel Redesign Project** kicked off in spring 2020 and, to date, has focused on collecting stakeholder input over the past quarter, with over 800 people involved. Feedback centered on topics like meal reimbursement options, travel booking options and other key areas. The project team and PCMM conducted a Request for Proposal from vendors for a new travel and expense software solution, to be selected by the end of September and announced by the end of the calendar year. This will be followed by an intensive nine month software implementation that will utilize the design, planning and stakeholder feedback currently underway. Nearly all OSU employees are stakeholders in a project this far-reaching. Community engagement over the next year or more will be critical to the success of this project.

## BUSINESS ANALYTICS

In winter 2020, OSU's Impact Studio began collaborating with DFA leaders on the **University Financial Management** business analytics project (UFM). The project's goals are to advance OSU's financial planning practices, develop new tools, and bring expert advice to the table. Outcomes include a framework and tools that will help academic leaders identify budget priorities and strategically optimize both costs and revenues to meet goals. This is especially important since OSU moved to a **Shared Responsibility Budget model** and as external budget pressures on OSU units have peaked.

The project working group completed their prototype phase and developed a proposal to present to Provost Feser and Vice President Green in August 2020. DFA leaders anticipate that the project's outcomes will also help the university collectively respond to the significant budget impacts that are arising from COVID-19.



## BENNY HIRE

OSU hires and processes approximately 8,330 student appointments and 2,529 graduate student appointments each year. Benny Hire is now the information system OSU uses to process all student employment positions.

A combination of technological tools and process efficiencies were used to develop the new Benny Hire system, a solution that

- Significantly improves the time from identifying the need to hire a student employee to integrating the new student employee into the workplace, including new hire paperwork and orientation;
- Provides a consistent process across colleges, units, and programs where the number of individuals involved in the process has been streamlined;
- Automates manual processes, reducing error rates in graduate assistant offer letters and appointment setup; and
- Reduces the amount of steps and

decreases the number of people involved in the process.

**Benny Hire for Hourly Students**—This system went live in winter 2020. The project team reduced the number of steps in the student hiring process from 30 to 8. The team spent more than a month beta testing the new tools, while working through a broad communication and training plan for system users across OSU.

**Benny Hire-GA**—This solution focuses on continuous improvement to enhance the user experience and provide necessary fixes to maintain the system. This phase was completed at the end of 2019 and handed off to be a regularly maintained system in University Human Resources.

**Student Change Process**—This phase will allow unit contacts to submit changes to student jobs including, wage, supervisor, and terminations and will include other user enhancements. The Student Change Process project was put on hold in June and is projected to restart in late Fall 2020.



## STUDENT ACCOUNTS UPGRADES ONLINE TUITION PAYMENT SYSTEM

Business Affairs, a Controller's Unit department, upgraded OSU's tuition payment system to make the experience more convenient for students and families. At the beginning of FY20, the team worked with service provider TouchNet to combine two separate payment portals into one, and changed the service fee model from a flat \$35 to 1%. They later upgraded the PayPath online credit card system and saw the following outcomes:

- Overwhelmingly positive response from student and parents: They find it easier to pay, easier to navigate the website, they like the simple fee structure and find the cost reasonable.
- Increased capacity of Student Accounts staff: Service metrics for 2020 show a clear and immediate drop in inquiries and complaints about the fee, reducing required staff time by approximately .25 FTE.
- Improved accuracy of OSU's financial projections for related costs.
- Maintained budget for annual costs to assist Pell grant recipients to transition to new fee method.

## REFINED ACCOUNTING PROCESSES ENHANCE STUDENT SERVICES

Accounts Payable led a workgroup over the last year to redesign how **Recognized Student Organizations** (RSOs) are supported by Student Affairs, the Controller's Unit and Budget & Resource Planning. The workgroup has tackled many issues that in the past created challenges to RSOs' ability to function efficiently and successfully.

## NEW ACCOUNTING PROCESS FOR OSU CATERING SAVES RESOURCES

The staff at the Auxiliaries and Activities Business Center worked with OSU Catering to update long-standing business practices that resulted in extra work at year-end. They were inspired by the **DFA guiding principles** to assess the university's risk under the existing method, develop more clearly defined and integrated policies, and create a consistent, yet flexible process.

In the past, OSU Catering invoices were immediately sent to department customers directly after the event. Because of system limitations, Catering was only able to follow up on past-due invoices at the end of the fiscal year, in late June or period 14. The AABC team collaborated with Catering and UHDS

management to develop an improved process. OSU Catering now sends copies of invoices to the appropriate business center in May and June for follow-up and processing. As a result of this change, no invoices needed to be managed in FY20's 14th period. The AABC also worked with Business Affairs to change how they manage unpaid balances, substantially reducing the number of outstanding catering invoices at year-end.

## PCMM OPTIMIZES BUSINESS WITH EXTERNAL PARTNERS

Procurement & Contract Services staff established a committee to optimize revenue agreements in collaboration with the office for Sponsored Research and Award Administration, the Research Office's **Advantage Impact**, Financial Accounting & Analysis, and the Agricultural Sciences and Marine Sciences Business Center. The team is evaluating how OSU can better collect fees for services performed by university departments. Through this work, the committee is adding clarity that ultimately provides greater support for faculty, better contains risk exposure, and increases revenues that offset the real costs of providing services to external partners.



## PCMM SUPPORTS A BROAD RANGE OF CONTRACTS

The Procurement and Contracts team within the Controller's Unit uses specialized knowledge and skills to execute a range of purchasing contracts, capital construction projects, service agreements, requests for proposals and other types of contracts. These are the significant agreements PCMM completed in FY20 to support OSU units in their work.

### 1. PUBLIC SAFETY INITIATIVE SUPPORT

Procurement support for shift in public safety operations on campus

### 2. POURING RIGHTS CONTRACT EXTENSION

Negotiated a favorable contract extension June 2022, which provided optimal value for the various pouring rights stakeholders

### 3. CUSTODIAL CONTRACT EXTENSION

Extended to June 2021

### 4. ART INSTALLATIONS

Across campus locations

### 5. RCRV CONTRACTING AND PROCUREMENT

Supporting the \$328 million multi-year construction of research vessels

### 6. PACWAVE PROJECT

Drafting RFP for cable and pre-marketing efforts for release in early fall to attract the global community

### 7. ACADEMIC BUILDING 2 AT OSU CASCADES AND SITE RECLAMATION

Executed a Guaranteed Maximum Price contract for site infrastructure including the Campus Energy Transfer Station

### 8. RESER WEST SIDE RENOVATION

New Design-Build contract documents for capital project awaiting Board approval

### 9. MARINE STUDIES INITIATIVE BUILDING IN NEWPORT

Construction contract and procurement for capital project

### 10. PRESIDENT'S RESIDENCE

Construction contract and procurement for capital project

## NEW PROCESSES STREAMLINE BILLING FOR OSU GO

The University Administrative Business Center and Business Affairs implemented a new accounts receivable process for the Office of Global Opportunities (OSU GO) to streamline billing for partner institutions. Previously, the OSU GO office had to manage all its billing and payment tracking by spreadsheet. In some cases, this delayed recognition of revenue. The new process is more streamlined; transactions occur in Banner, so CORE reports can be run to review outstanding balances. This allows for a quicker turnaround of payments that come from the OSU GO partner universities.

## TRANSPORTATION SERVICES MOVES TO VIRTUAL PARKING PERMITS

Oregon State University changed how parking permits are managed. In spring 2020, Transportation Services launched virtual permits, a technology designed to replace parking stickers. The adjustment is intended to meet the current needs of the campus community and provide better customer service, while moving OSU toward more sustainable practices. Virtual parking permits increase parking efficiency on campus, provide convenience for the parking customer and greatly reduce the amount of paper and plastic waste produced.

Transportation Services vehicles will be updated with software and a system of cameras to scan a car's license plate. This means no more lost or forgotten permits, and users can register as many cars under one permit as they wish (as long as only one car is on campus at a time). Already in use at the Bend campus, the transition to virtual permits for Corvallis commuters was originally planned for fall term 2020. Due to the COVID-19 pandemic, parking permits went virtual six months ahead of schedule to help reduce the handling of physical permits and in-person interactions.

IN SPRING 2020, TRANSPORTATION SERVICES LAUNCHED VIRTUAL PERMITS, A TECHNOLOGY DESIGNED TO REPLACE PARKING STICKERS.



## CONSTRUCTION INDUSTRY FORUM PROVIDES PARTNERSHIP OPPORTUNITIES

The Construction Industry Forum reached over 300 industry partners who were interested in learning about OSU's Capital Forecast, project delivery methods, upcoming construction and renovation work and partnership opportunities. Architects, engineers and other construction industry professionals attended the January session to learn how they can engage

with OSU's capital project development process. Attendees included a number of smaller firms from the area interested in working with OSU.

## BUSINESS AFFAIRS MAKES NEW W-4 TAX WITHHOLDING FORMS A LITTLE EASIER

A new federal W-4 tax form came out in 2020 and the state of Oregon initiated its own version of the form. Things are more complicated than ever, as the new forms are less intuitive for users and require more information than before. In

response, University Human Resources and the Business Centers collaborated to design a new workflow for getting W-4 information into OSU's information system. The increased complexity requires more specialized knowledge, so Central Payroll has taken on responsibility for data input in Banner. The teams developed a self-guided online service module to assist employees with filling out the new W-4s.





## PREPARING FOR SAFETY, HAZARDS AND BUSINESS CONTINUITY

Contributing to the health and safety of each member of the OSU community has always been a key responsibility of the DFA, but it has been a particular focus in FY20. DFA units implemented plans to enhance workplace safety, research infrastructure and emergency response capabilities, even as they responded to the demands of a health pandemic (reported on separately in this document). OSU also began work to transition to a self-managed policing structure within the Department of Public Safety.

### EVOLVING PUBLIC SAFETY AND LAW ENFORCEMENT ON THE CORVALLIS CAMPUS

OSU's top priority is the safety of students, faculty, staff and visitors to the university's campuses and facilities. This is accomplished largely through the services of the Department of Public Safety (DPS). Traditionally, DPS has been composed of unarmed public safety officers working closely with Oregon State Police (OSP), which has been contracted to provide OSU's law

enforcement in Corvallis since 1989. In October 2019, the OSP announced the intention to end OSU's law enforcement contract. Originally scheduled to end June 30, 2020, state police support was later extended through December 31, 2020.

In early November 2019, the vice president for finance and administration formed a university-wide public safety advisory committee—a group

**OSU'S TOP PRIORITY IS THE SAFETY OF STUDENTS, FACULTY, STAFF AND VISITORS TO THE UNIVERSITY'S CAMPUSES AND FACILITIES.**





of faculty, students and staff—to help guide OSU leaders in establishing a law enforcement solution for the Corvallis campus by the end of 2020.

As OSU began to develop the future of public safety, we did so intentionally with Corvallis campus community listening sessions in March and April. Data obtained from these listening sessions provided the public safety advisory committee with an understanding of community sentiment regarding campus public safety. This is a unique and important time in the history of the United States. Much has changed as our nation and community continue to grapple with incidents of police violence, including the May 25 killing of George Floyd. At OSU, we are fully considering the implications of these events on our approach to public safety. We acknowledge the concerns shared by community members of color regarding policing. Community engagement has been and will remain a core part of the process to evaluate and recommend future public safety needs.

This report highlights actions and milestones of the public safety initiative to date.

**December 2019**—OSU engaged Daigle Law Group, a firm that nationally specializes in the development of effective and constitutional policing practices, to advise OSU on its law enforcement options and policy development.

**December 2019 through March 2020**—OSU had discussions with local law enforcement providers on opportunities to develop support agreements.

**March 2020**—First series of community input sessions began, to inform the design of OSU's public safety program in alignment with stakeholder expectations that the conduct of officers be guided by OSU's shared values and principles.

**April 2020**—By April, two things were clear: (1) The OSU community felt the university should have more control over the conduct and culture of its law enforcement program than could be achieved through a contract-for-service approach. And (2), regional law enforcement agencies had limits on capacity and funding that prevented them from partnering to provide on-campus law enforcement services for OSU in Corvallis.

The Board of Trustees voted at its April 3 meeting to establish a police department within the Department of Public Safety on the Corvallis campus. The DFA team started the recruitment and hiring processes necessary to meet the transition date:

- Hire Interim Associate Vice President of Public Safety & Chief of Police
- Recruit, hire and train sworn police officers
- Assess options for providing emergency dispatchers

- Procure necessary equipment and supplies
- Ensure updated policies, practices and protocols are in place

**May 2020**—Eddie Rodriguez joined OSU as interim associate vice president for public safety and chief of police. Recruited in a competitive national search, the chief brought 32 years of progressive law enforcement experience and a deep knowledge of campus-based engagement. During his time with OSU, the chief focused on strengthening relationships with external law enforcement agencies, and developing a plan for establishing an OSU police unit founded by community policing strategies and engagement. Eddie Rodriguez resigned from his position on August 21.

**June 2020**—President Ray called for a pause in the public safety initiative to allow for more conversation with the community. Upon his arrival on July 1, new OSU President King Alexander reiterated OSU's commitment to university-provided law enforcement services that are shaped with ongoing community involvement. Stakeholder groups were invited to 10 public forums and town halls through June and July.

**July 2020**—The vice president for finance and administration reiterated OSU's commitment to public engagement during and after the establishment of a law enforcement program. Utilizing Daigle Law as a consultant and expert, the department started officer recruitment and the development of policies and procedures. The DFA team is partnering with the Office of Institutional Diversity and other units to create a training and onboarding program for DPS officers that is specific to the needs and culture at OSU.

**Next Steps**—OSU will continue to seek community input and engagement as it recruits, trains, hires and equips licensed law enforcement employees in order to have a well-trained, community oriented public safety department with an embedded licensed law enforcement unit in place by December 31, 2020.

## DFA UNITS ENHANCE TWO SAFETY-RELATED LOSS PREVENTION PROGRAMS

Insurance and Risk Management Services (IRMS) and Environmental Health & Safety (EH&S) collaborated to make it easier to report close calls that almost resulted in a work-related accident. Incorporating “near-miss” reporting into OSU’s **Public Incident Reporting** form improved reporting capacity and data tracking, allowing for trend identification and analysis to help prevent future incidents. The new system allows anonymous reporting, making some people feel more comfortable in providing details.

IRMS and EH&S also partnered to update guidelines for the **Safety Purchase Assistance Program**. Departments can request funds to purchase items and access trainings intended to minimize work-related injuries and illnesses. The Safety Purchase Assistance Program assists with purchases of equipment that are not already mandated by governing laws (like PPE) or university programs

intended to comply with regulations (safety shoe program, safety eyewear program, etc.).

## GETTING BURT HALL BACK TO THE BUSINESS OF RESEARCH

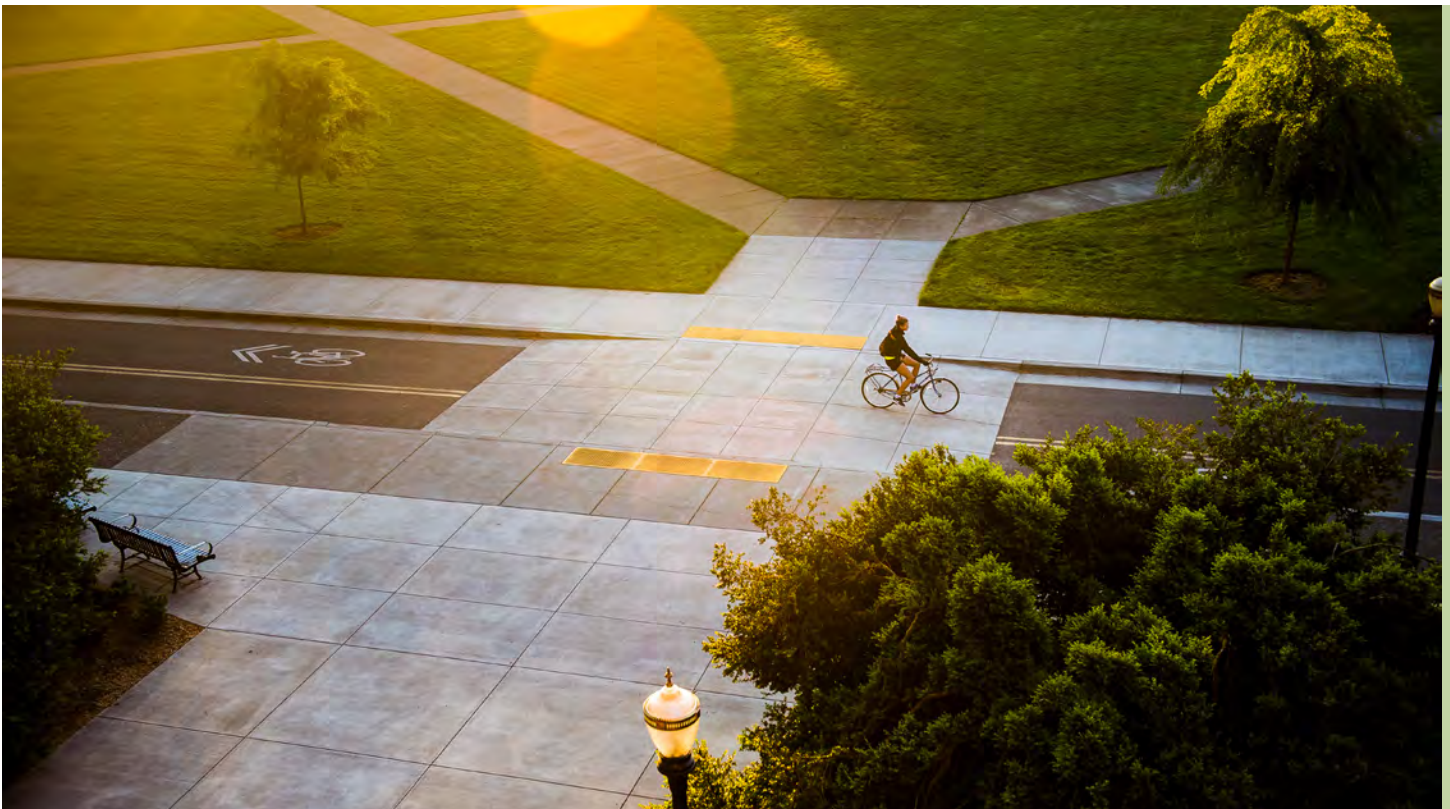
A fire in Burt Hall II on November 30, 2018 resulted in smoke and water damage that caused delays in College of Earth, Ocean, and Atmospheric Sciences (CEOAS) research projects and damaged important specialized equipment. The response to the event demonstrated how well Division of Finance and Administration units work together to ensure operational excellence at OSU.

It was critical that research operations resume quickly, so Capital Planning and Development, CEOAS, Insurance & Risk Management Services (IRMS), PCMM, a project manager from College of Business, and business center staff have been collaborating since the fire on a business continuity plan. After the fire, temporary research spaces were built at OSU buildings on Research Way to facilitate continued research until Burt Hall II could be rebuilt. For the past year and a half,

Capital Planning and Development has managed reconstruction work on Burt Hall, including replacement of damaged research facilities and offices, upgrades to modern building code standards and accessibility improvements.

Since the incident, IRMS has been working with insurance adjusters toward replacement of major research analysis equipment that sustained damage, as well as cleaning and testing of other equipment. The team is working to complete claims for damaged supplies and inventory. Business Centers have been instrumental in purchasing replacement items and providing documentation to support insurance claims. Over the past year and half, ten claims submissions—reimbursement requests for OSU-incurred expenses—have been submitted. The IRMS team continues to resolve business interruption claims, in which OSU could be reimbursed for losses related to designated operations, incremental payroll, additional utility costs and impacts on future grants.

The Burt Hall II Reconstruction project is expected to cost \$10.2 million by the







time of completion and will be funded by insurance payments, except for some changes elected by the university. The total claim cost is nearly \$27 million. The Burt Hall reconstruction is on track for completion in fall 2020.

### **EH&S REGULAR ACTIVITIES HELP KEEP THE COMMUNITY SAFER**

The Environmental Health & Safety team conducts regular workplace inspections and compliance efforts to help OSU departments prepare in advance to reduce risks. In FY20, EH&S leaders worked with stakeholders to prioritize projects so they could assure the continuous improvement of safety, health and compliance at OSU during these unprecedented times. These are just some of the important activities EH&S performed over the last year.

- During the Cordley Hall renovations, EH&S moved 31 principal investigators and 48 laboratory spaces—and the hazardous chemicals their research requires—to the Research Way Lab Building.
- The hazardous waste team conducted 1,425 hazardous waste pick-ups and 77 lab clean-outs of

excess and unused chemicals. They processed and safely disposed of 79.4 tons of hazardous waste through the EH&S Waste Facility, saving an estimated \$211,000 in disposal costs by encouraging better management practices.

- Added 51 new safety training modules to the online learning management system. Expanded areas of training include Occupational Health and Safety/ Industrial Shop Safety, Biosafety, Emergency Preparedness and COVID response. EH&S continues to work to expand course offerings to students and non-OSU volunteer user groups.
- Implemented a respirator fit test method on campus to conserve N95 respirators for use by healthcare professionals.
- Formalized the DEA Controlled Substance Program and implemented it at OSU, using a new webpage and online forms to assist OSU units who hold DEA controlled substance licenses for research purposes.
- Developed an on-line campus map that details the locations of life-saving automatic external defibrillators.
- Implemented a monthly fire extinguisher inspection in cooperation with building managers and an created an interactive web site for campus user groups to document fire extinguisher compliance activities.
- Trained maintenance-related users in a safety lockout/tagout program
- Put in place a revised Integrated Pest Management Plan, working with pesticide user groups on campus to help ensure compliance with state regulations.
- Created EPA-required plans for handling storm water and ozone-depleting refrigerant gas. Distributed spill kits to facilities on campus as needed and updated signage on storm drains.
- Developed water well sampling plans and worked with site managers on reporting requirements to ensure safe drinking water for off-campus farms and research stations.



## RECOGNITION AND AWARDS

Each year, the Division of Finance and Administration celebrates employees and teams for their innovation, leadership and quality of work. This report highlights some of the accolades received in FY20.

### 2020 EMPLOYEE AWARD WINNERS

DFA employees are awarded annually for outstanding service to the division and the university community. All DFA employees can submit nominations and award winners are selected by a committee of DFA peers (with nominee names removed from committee materials). In FY20, the award categories and criteria were updated to align with the DFA Framework for Success guiding principles. The FY20 award winners are reported here.

**DFA All-Star—Machelle Bamberger,**  
Hazardous Waste Officer, Environmental Health and Safety

- The DFA All-Star is an exemplary employee whose actions or achievements transcend the other

award categories. They demonstrate outstanding commitment to the DFA Framework for Success guiding principles and models the application of OSU's shared values.

**Customer Service—Yanli Zhang,**  
Finance and Accounting Manager,  
Agricultural Science and Marine  
Sciences Business Center.

- The Customer Service award is for an employee who consistently provides outstanding customer service with personalized interactions, is competent and knowledgeable, provides clear and transparent communication to all audiences, and is proactive with customer needs and wants. They contribute to improvements in the quality of service to students, staff, faculty and/or the public through timely responsiveness and resourcefulness.

**Innovation—Russell Brown,** SIS Systems Analyst, Business Affairs

- The DFA Innovator demonstrates an outstanding ability to explore



## OSU ACHIEVED A STARS GOLD RATING IN JANUARY 2020, AND HAS EVERY YEAR SINCE 2011 WHEN WE WERE THE FIRST SCHOOL IN OREGON TO SUBMIT DATA FOR THIS NATIONAL MEASURE OF SUSTAINABILITY IN HIGHER EDUCATION.

creative, flexible and innovative solutions to work issues and problems. They consistently develop and implement creative problem-solving approaches.

**Leadership—Gwen Frye**, Accounting Technician, Agricultural Science and Marine Sciences Business Center.

- The leadership award is for an employee who shows commitment to the DFA guiding principles and key activities, displays a high degree of integrity in supporting the organization, and offers support, motivation and guidance to colleagues. Leadership activities are demonstrable by people in any position or role within DFA.

**Teamwork/Collaboration—Environmental Health @ Safety staff:**

Matt Ashland, Machel Bamberger, Amy Carter, Ben Greenwalt, Dan Harlan, Terese Keller, Dan Kermoyan, Kent Lanning, Pete Lepre, Brian Lilley, Kay Miller, Jim Patton, Jenette Paul, Matt Philpott, Pete Schoonover, Marcus Silkman, Stewart Simmons, Richard Van Driesche

- This award recognizes a group of individuals for outstanding ability to work collaboratively to complete a task, goal or project. This can be within a unit or across units that

are not in the same department. The group incorporates DFA guiding principles in their work and considers the impact of any process changes on affected units and the broader OSU community.

**Outstanding Student—Mackenzie Lee**, Office Support, Agricultural Science and Marine Sciences Business Center.

- The DFA Outstanding Student employee demonstrates dependability and a commitment to excellence in achieving unit goals, while seeking to apply DFA guiding principles in daily work.

### TRANSPORTATION SERVICES WINS NATIONAL AWARD FOR CREATIVE OUTREACH

Transportation Services was recognized by the Association for Commuter Transportation, winning its national award for Best Overall Marketing Campaign for the department's Transportation and Parking Board Game. The game was created as an outreach tool for the **2030 Sustainable Transportation Strategy**, a transportation demand management plan for the Corvallis campus.

Transportation Services staff has played the game with OSU students, employees, Corvallis residents, city staff, and elected officials at several local events in 2020. Players experience the tradeoffs and challenges of transportation planning on a university campus with limited land and financial resources. They work as a team to accommodate a growing number of future trips to campus through both parking and sustainable transportation options, while also managing carbon emissions and community expectations. A copy of the game is available for check-out at the Valley Library.

### RECOGNIZED FOR HIGH FINANCIAL REPORTING STANDARDS BY THE STATE OF OREGON

In March, the Controller's Unit received a Gold Star Certificate for fiscal year 2019 from the State of Oregon's

Chief Financial Office. The Financial Accounting and Analysis team was recognized for diligent efforts to maintain accurate accounting records throughout the year, and for providing complete fiscal year-end reports in a timely manner. OSU has received the state's Gold Star Certificate in every fiscal year since 2015.

### REACHING FOR THE GOLD, SUSTAINABLY

OSU achieved a **STARS Gold** rating from the Sustainability Tracking, Assessment and Rating System program in January 2020. OSU has repeated this achievement every year since 2011 when we were the first school in Oregon to submit data for this national measure of sustainability in higher education. Thanks to the efforts of the **Sustainability Office** team, OSU was a charter member of the STARS program, which provides institutions with a common set of metrics to measure their progress. OSU continues to be a leader among institutions in maintaining a strong and diverse sustainability program by sharing our best practices with others and scoring high on the multi-faceted annual assessment. The assessment process aligns with **OSU's climate initiatives** and with the university's goals in Strategic Plan 4.0.



### OSU GARNERS 7TH WIN IN THE RECYCLEMANIA OREGON CLASSIC

OSU won the 2020 RecycleMania Oregon Classic with a final score of 9.90 pounds to UO's 6.30 pounds recycled per person, allowing OSU to keep the title, the bragging rights and the trophy another year. Since starting the Oregon Classic in 2010, OSU has won seven times compared to UO's four.

## ABOUT THE DFA

Last year, the Division of Finance and Administration completed a transition to a new leadership structure. In FY20, a full senior leadership team was in place working closely with the vice president to guide DFA units in advancing OSU's strategic plan. This report highlights a few important changes within the DFA organization.

### **WELCOME BRUCE DALEY, NEW HEAD OF UFIO**

In January 2020, the DFA welcomed Bruce Daley as the new Associate Vice President for University Facilities, Operations and Infrastructure. In this role, Bruce oversees a team of 165 people and is responsible for OSU's built environment, sustainability, capital projects and transportation. Bruce brings over 25 years' experience with leadership in construction and infrastructure in the private sector and public higher education, most recently as Director of Campus Planning and Construction at Weber State University in Utah. He holds a bachelor's degree with an emphasis in construction management from Brigham Young University.







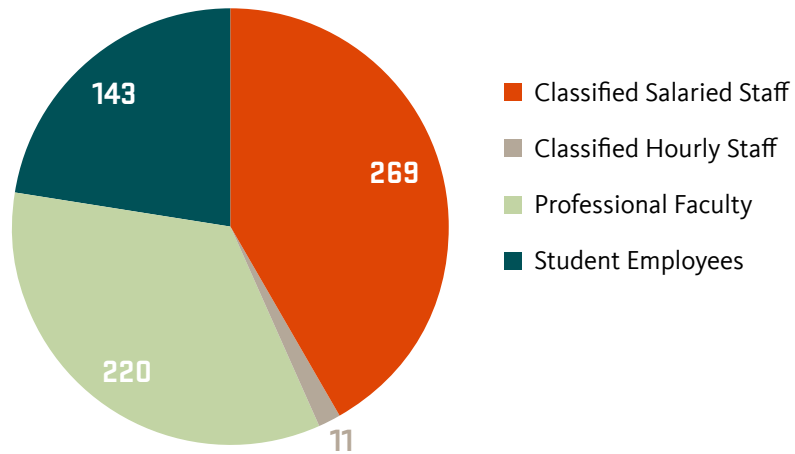
### NEW PROJECT PORTFOLIO MANAGEMENT OFFICE ESTABLISHED

Heather Riney was promoted to director of the new DFA Project Portfolio Management Office. The PPMO was established in March 2020 to oversee a portfolio of division-wide and university-wide projects. The PPMO provides project management services to the division using a consistent approach and offers tools and project management training for DFA units.

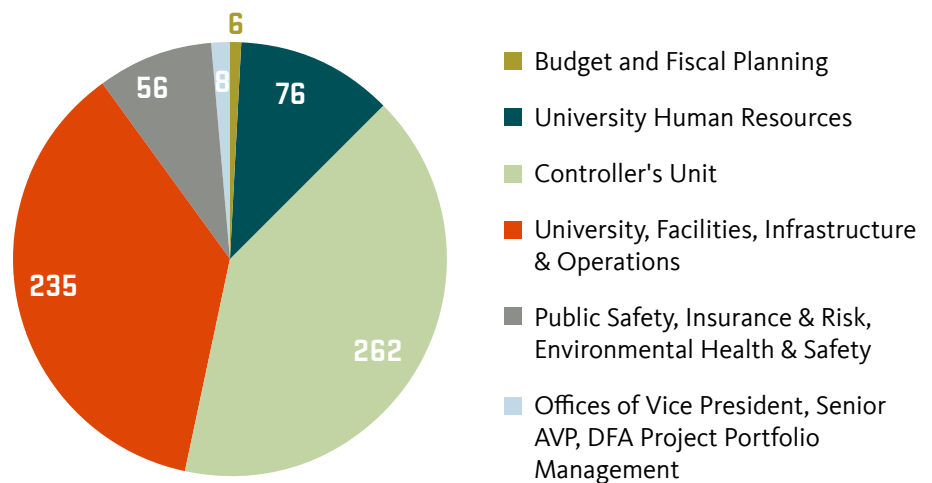
The PPMO helps to ensure that individual projects offer an appropriate return on the investment of OSU resources by tracking progress and outcomes, providing key expertise and resources to support projects through completion. With input from the DFA senior leadership team, Heather Riney's team prioritizes projects to maintain alignment with division-wide principles, key performance indicators (KPIs) and the DFA's strategic framework.

**DFA: ENSURING SUCCESS EVERY DAY!**

## DFA EMPLOYEES BY TYPE



## DFA EMPLOYEES BY MAJOR UNIT



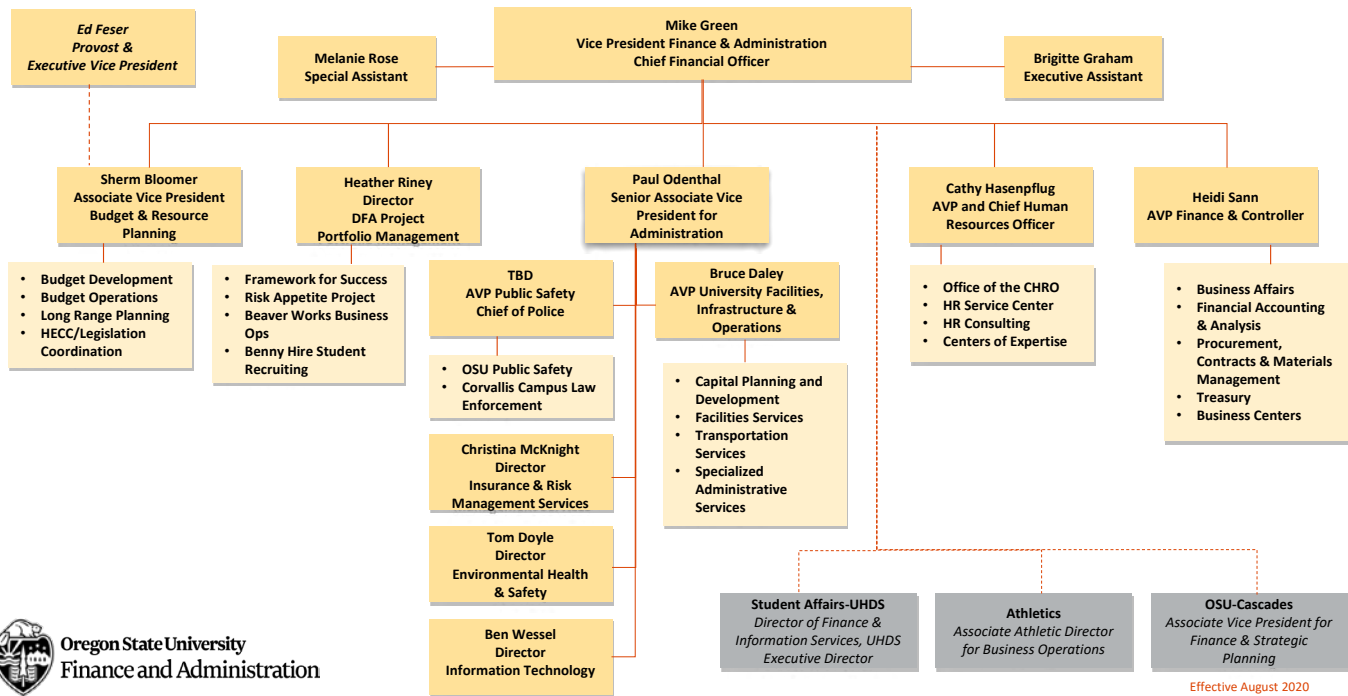
### CORVALLIS CAMPUS SERVICES MOVE TO NEW SPACES

**Key Shop Relocation**—Facilities Services' Key Shop relocated its operations in early July to a new space on the west side of the **Western Building** (the former OSU Foundation Office located at SW 35th Street and Western Blvd.). Key exchanges will still be managed at the Facilities Shops at 560 SW 15th (near

Kerr Administration Building) for the time being, from 11:00 a.m. – 3:00 p.m. Monday through Friday.

**Transportation Services Relocation**—In June, Transportation Services relocated its operations from the Adams Building to its new space in the Western Building at 850 SW 35th Street. The Transportation Services office is open for in-person transactions Monday through Friday 7:30 a.m. - 9:30 a.m. and is available by phone or email until 4:30 p.m.

## Division of Finance and Administration Organization Chart



## Division of Finance & Administration

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