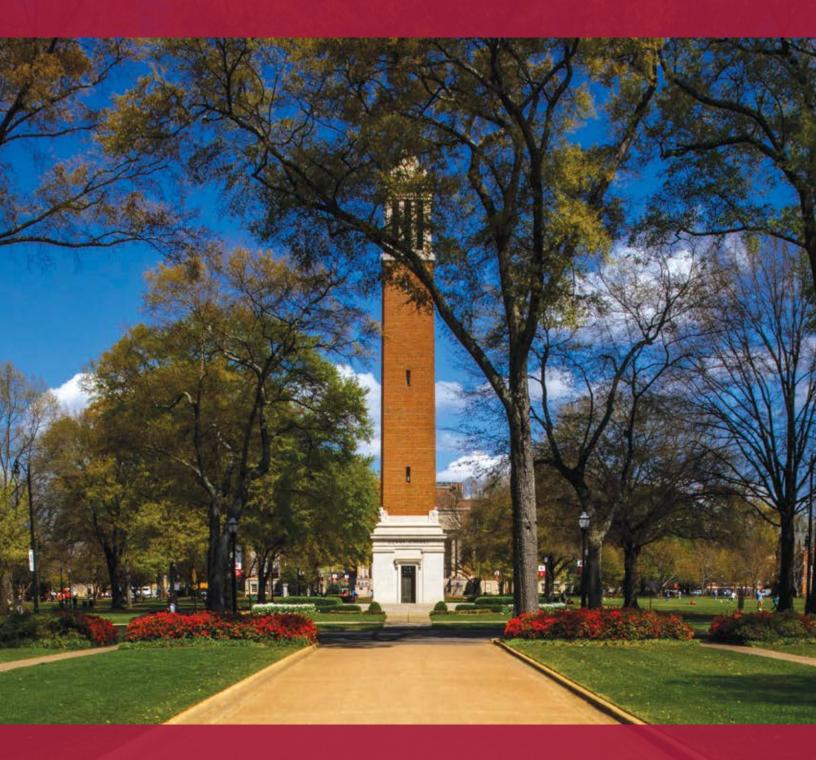
# FINANCE AND OPERATIONS



PATH

of

excellence



Front Row (left to right): Rachel Cooper, Julie Shelton, Matthew Fajack, Cheryl Mowdy, Tacy Bolling, Alyson Baxter Back Row (left to right): Tim Leopard, Rainey Way, Duane Lamb, Teresa Shreve, Ralph Clayton, Susan Norton



**Tacy Bolling**Assistant to Vice President



Rachel Cooper Administrative Assistant to Assistant Vice President

#### WELCOME TO FINANCE AND OPERATIONS PATH OF EXCELLENCE

Dear Friends,

Welcome to our Strategic Path. Within this book, you will find the passion and excitement for The University of Alabama as it is captured in our mission, guiding values, and top priorities. What began as a one-day teambuilding exercise with my executive team turned into a year-long process of reinforcing the operational strength and stability of the division.

Employing over 1,300 team members through nine departments, Finance and Operations has a vast presence on campus. We are fortunate that through our work, we interact daily with students, and support our faculty and staff to offer quality programs in teaching, research, and service.

During the 2021 Spring Faculty and Staff Campus Assembly President Bell said: "You are life-changers, motivators, and mentors providing the building blocks for our students' future." This statement truly embodies the mission of The University of Alabama and one that Finance and Operations is dedicated to upholding.



At the forefront of our discussions was the reminder from President Bell. As faculty and staff of the University, we have the potential to positively influence a student's life every day. Excellence began to emerge as our division's standard for contributing to student success and ensuring they have a top-notch experience.

Finance and Operations has implemented *A Path of Excellence* that incorporates seven guiding values, new mission statements, a summary of each department, and their top priorities that deliver innovative, mission-critical services, and infrastructure fostering The University of Alabama's excellence. Each priority reflects the guiding value it represents, as the values are our most important characteristics that motivate us and guide our decisions.

We all have faced unprecedented challenges these last two years dealing with the pandemic. I am so proud of my staff's resiliency, flexibility, and innovative ideas that allowed our operations to continue through the pandemic, without sacrificing our quality customer service. I am excited about the future, and what we can accomplish together. We are prepared. We have a clear path, strong leadership, and I am confident we will succeed in advancing the Flagship. It is an honor and privilege to serve as the Vice President for Finance and Operations.

I encourage you to read our *Path of Excellence* to learn more about each department's top priorities and values. For more information, you may visit our website at www.financeandoperations.ua.edu.

Thank you and Roll Tide!

Matthew M. Fajack

Vice President for Finance and Operations



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# PATH OF EXCELLENCE

#### **MISSION**

To advance The University of Alabama's mission and objectives through exceptional services, administrative leadership, and operational efficiency.

#### **VISION**

To deliver innovative, mission-critical services, and infrastructure fostering The University of Alabama's excellence.

#### **GUIDING VALUES**



#### **STEWARDSHIP**

We are exceptional caretakers of the University's people, finances, physical resources, and reputation.



#### PARTNERSHIP

We actively collaborate to develop efficient, cost-effective systems, and processes.



#### INTEGRITY

We work in a transparent, honest, and accountable manner to satisfy compliance and reporting standards.



#### **AGILITY**

We facilitate organizational change and ensure funding for high-impact initiatives.



#### **ENGAGEMENT**

We demonstrate care for our team members, cultivate diversity through engagement, and shared purpose.



#### INNOVATION

We are creatively and innovatively serving the campus.



#### **EXPERIENCE**

We provide a valuable, safe, exceptional environment, and campus experience.

# **DIVISION BY THE NUMBERS**



**AGILITY TEAMS** 



325 **BUILDINGS MAINTAINED** 



1,104 TONS OF RECYCLING



**\$225 MILLION YEARLY CONSTRUCTION** 



85,000+ MAIL PACKAGES DELIVERED **DURING FALL 2021 MOVE-IN** 



5,454 **PERMITS ISSUED** 



1,027/158+ TOTAL ACREAGE OF CAMPUS/ **TOTAL ACREAGE OF CAMPUS GREEN SPACE** 



37,066 **TOTAL ACREAGE OF** MANAGED COMMERCIAL **PROPERTY** 



8,003 YOUTH PROTECTION PROGRAM PARTICIPANTS



5,219 **MONITOR OF APPROVED UA DRIVERS** 



8,860 **FEMA STORM SHELTERS** 



**DINING VENUES ON CAMPUS** 



350,000 **ACCOUNT STATEMENTS** 



\$15 MILLION



51

EEO/TITLE IX
IN-PERSON TRAININGS



60

COMMERCIAL OFF-CAMPUS LEASES MAINTAINED



1,805

FACULTY AND STAFF HIRED IN 2021



180,513

DIRECT DEPOSITS PROCESSED



174

SENIOR-LIVING RESIDENTS AT CAPSTONE VILLAGE



41,000+

MOBILE ACTION CARD PROVISIONED



240

FIRE ALARM INSPECTIONS



82%

CAMPUS CARD TRANSACTIONS FROM MOBILE DEVICES



\$1,157,000

REBATES AND INCENTIVES THROUGH PURCHASING SOLICITATIONS AND CONTRACTS



17,353

TOTAL ACREAGE OF CONSERVATION EASEMENT MAINTAINED



1.2 MILLION

PIECES OF BULK MAIL SENT OUT BY UNIVERSITY PRINTING



18,124,051

SQUARE FEET OF BUILDING SPACE ON CAMPUS



24,000

**PARKING SPACES** 



13,000

**TREES ON CAMPUS** 



15,630

**TUITION PAYMENT PLANS** 



38,000

WEB ORDERS PROCESSED BY THE SUPE STORE



# BUSINESS ANALYTICS



# AND PROCESS IMPROVEMENT

# BUSINESS ANALYTICS AND PROCESS IMPROVEMENT



Rainey Way
Executive Director for
Business Analytics & Process
Improvement

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by enhancing strategic decision-making, fostering continuous improvement, and delivering actionable insights through reliable data analyses, innovative methodologies, and collaborative support.

Business Analytics and Process Improvement is comprised of two concentrations of focus and four team members whose training, expertise, and dedication provide the university with statistical data and processes that drive informed decisions and improvements for the future. We build teams from all areas of the University, to answer questions, improve processes, and drive more data informed decisions.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- **Business Analytics:** We investigate and analyze business and higher education data and metrics that allow us to recognize current patterns and trends from the past that will aid us in future decisions for the University.
- **Process Improvement:** We identify, analyze, and improve existing business processes to optimize performance, meet best practice standards or simply improve quality and the user experience. We strive to promote a culture of continuous improvement while empowering employees to make a difference.

Our *Path of Excellence* began with projects and implementations that were specific to Finance and Operations, but we quickly saw the need to expand our services to the entire University community. We began working with faculty to provide fresh ideas for engaging current and prospective students, as well as providing insights into the factors that affect a student's performance. We continually seek projects where we can make a positive impact and further advance the University's mission. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.

Below, we feature our top transformation priorities to support our shared work.



#### INITIATIVE

#### **HReimagined**



#### **PURPOSE**

Improve and enhance the quality, effectiveness, and efficiency of many of the Universities HR services, processes, practices, and systems.

#### **IMPACT**

To have an HR function that is well-positioned to meet our future workforce challenges and provide or faculty and staff with state-of-the-art HR services and programs.



#### INITIATIVE

#### **Agility Program**











#### **PURPOSE**

Infuse the importance of cooperative work and employee empowerment into the University to improve processes.

#### **IMPACT**

Employees will be more engaged, productive, and contribute to more efficient and effective processes.



#### INITIATIVE

#### **Business Analytics CoP**











#### **PURPOSE**

Collaborate with staff that have similar interest and job responsibilities around reporting and analytics.

#### **IMPACT**

Growth in campus collaboration and analytics usage.



#### INITIATIVE

#### **Enterprise Operations Individual Dashboards/Analysis**









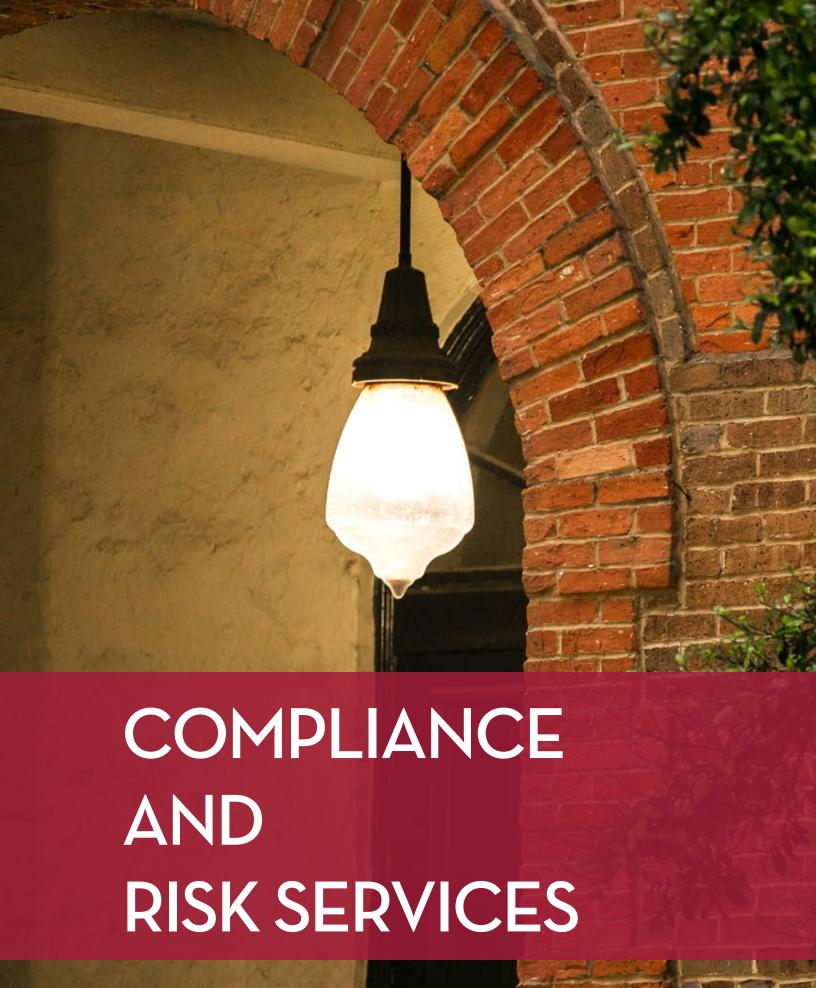


#### **PURPOSE**

Equip Enterprise Operations directors with better analytics to answer questions for more strategic and informed decision making.

#### IMPACT

Better understanding of longitudinal trends and how that effects the business.





# COMPLIANCE AND RISK SERVICES



**Cheryl Mowdy**Assistant Vice President for Finance and Operations

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by working collaboratively with all departments, conducting reviews, and developing policies, programs, procedures, and institutional controls that support risk mitigation and compliance.

Compliance and Risk Services is comprised of four departments and over 50 team members whose expertise, insights, and commitment focus on ensuring compliance, risk management, and environmental health and safety across the University. Our primary contribution is through developing programs and defining processes and procedures that ensure excellence in and adherence to university policy.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Compliance, Ethics, and Regulatory Affairs (CERA): We support the University's learning and working environment by aiding existing University compliance programs. Our efforts encompass coordinating and demonstrating proactive compliance with applicable regulatory requirements. We routinely scan and evaluate changes in laws, regulations, and policies, and communicate these changes to potentially impacted areas, and assist departments in identifying, preventing, and/or mitigating any non-compliant activities.
- Environmental Health and Safety (EHS): We serve the University community by promoting health and safety, environmental protection, and regulatory compliance. We are responsible for the assessment, development, implementation and review of strategies, policies and programs dedicated to safety. We focus on risk avoidance measures, internal safety, and environmental assessment systems to ensure compliance with University policies, regulatory requirements (local, state, and federal), and best practices.
- Equal Employment Opportunity and Title IX Programs: We work with University Administration, departments, students, faculty, staff, campus police, and other support services to ensure that University policies and programs foster a campus community free of illegal gender discrimination and sexual violence. We oversee the University's compliance with Title IX of the Education Amendments of 1972.
- **Risk Management:** We support the University by providing sound risk control, risk financing and risk transfer techniques and are directly responsible for implementing and administering four risk control programs: the Driver Safety Program, the Security Vendor Program, the Utility Cart and Golf Cart Program, and the Outside Vendor Catering Program.

Our *Path of Excellence* is more than defining and reviewing process compliance. We listen to key stakeholders across the University to understand the experience and concerns, and proactively partner to design thoughtful and strategic approaches to minimize risk while advancing the University's mission. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.



#### INITIATIVE



#### **Develop Improved Compliance Training**

#### **PURPOSE**

We will prioritize training on topics that are essential—and relevant—for faculty and staff with an emphasis on increased effectiveness and efficiency in training delivery.

#### **IMPACT**

Delivering relevant and customized training mitigates risk, increases safety, and clearly conveys expectations to University staff and faculty.



#### INITIATIVE

#### **Conduct Compliance Risk Assessment**





#### **PURPOSE**

We will conduct a compliance risk gap analysis based on best practices across higher education.

#### **IMPACT**

By identifying risk owners, we can document compliance obligations, establish a risk registry, and conduct a more detailed risk assessment.



#### INITIATIVE

#### **Develop Conflict of Interest Program**





#### **PURPOSE**

We will develop a comprehensive, enterprise-level Conflict of Interest (COI) program that protects our employees and University to ensure compliance with state law which prohibits University employees from personal gain (or the appearance of personal gain) due to benefits received because of their employment.

#### **IMPACT**

A comprehensive COI program will educate employees on how to identify, report, and mitigate any real or perceived conflicts, thus maintaining public trust.



#### INITIATIVE

#### **Develop a Privacy Program**





#### **PURPOSE**

We will design and implement a holistic Privacy Program, including University-wide privacy and data management standards, comprehensive data mapping, risk assessment strategies, and inclusive coordination and oversight.

#### **IMPACT**

The University maintains significant amounts of personal, financial, and medical data on students, employees, donors, research participants, and patients. These records are stored across multiple systems and departments and subject to a variety of different privacy regulations.



#### INITIATIVE

#### Continue Consolidation of the EEO and Title IX Programs into one Office









#### **PURPOSE**

This restructuring aligns with best practices within higher education and allows the University to streamline operations and improve consistency and coordination of all policies and procedures for investigating and responding to all forms of discrimination and harassment.

#### **IMPACT**

The rationale in consolidating these offices is to create redundancy and depth among the staff as both areas have similar investigatory responsibilities. In addition, this restructuring will better position the University during external reviews and audits.







# CAMPUS DEVELOPMENT



**Tim Leopard**Associate Vice President for Campus Development

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, stewardship, and operational efficiency by coordinating, managing, optimizing space, planning, land management, real estate activities, and project delivery services.

Campus Development is comprised of six functional departments and over 55 team members whose commitment and integrity are built into every aspect of planning, building, designing, and maintaining a campus that reflects our history, as well as serving our students and faculty. Our primary focus is providing efficient service, long lasting facilities, a quality product, and ensuring safety standards.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Campus Support Services: We coordinate and facilitate the logistics of space changes and assist faculty and staff
  with their new space or offices to ensure minimal impact on faculty, staff, and students. We coordinate inspections
  of construction projects to verify standards, codes, and regulatory compliance. We coordinate and communicate
  shutdowns of any utilities with impacted areas to minimize the impact to campus. We also coordinate line
  locates of all utilities on campus as necessary to protect the assets and eliminate any unplanned shutdown of
  services.
- Capital Planning and Resource Management: We strive to steward our resources and build and plan initiatives that will offer long-term benefits to the City of Tuscaloosa and the University. Capital projects enable us to provide that longevity and excellence that the University is known for. We work with constituents on campus and off campus to ensure funds are available for infrastructure and new construction, renovations, and demolition if needed for capital projects.
- Construction Administration: We oversee approximately \$200 million in construction annually. Our team consists of architects, designers, engineers, project managers, and construction professionals. Each phase of a project is presented at the Board of Trustees meetings for approval.
- Campus Planning: We plan and implement initiatives that will enhance the environment and physical areas of campus
  needed for campus growth and provide locations for development that will adequately meet the needs of our students
  and faculty. We update wayfinding to easily navigate through campus. We maintain the highest level of landscape
  excellence, installation and integration of new landscape projects, and pay close attention to detail in overseeing new
  projects.
- Space Planning and Management: We manage over 18 million square feet of physical space inventory to ensure building space on campus is optimized and being used efficiently to support programs and meet the needs of our students. We work closely with Academic Affairs to ensure classroom size is optimal and are equipped with necessary tools to engage and promote learning.
- University Lands and Real Estate Services: We provide stewardship, long-range planning management, and entrepreneurial development of the University real estate property to meet or exceed financial goals set annually by the administration that contribute to the University's endowed fund. We maintain all records of University owned lands that includes rights of way, easements, leases, and deeds.

We are joined on our *Path of Excellence* with many relationships and partnerships on campus, as well as outside contractors, engineers, the Board of Trustees, the city of Tuscaloosa, as well as state and government officials. We are committed to ensuring our campus consistently remains as the top choice for student's higher education path and continually advances the mission of the University. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence



#### INITIATIVE



#### **Construction Administration Long-Term Organization Structure**

#### **PURPOSE**

Align capital asset planning, delivery, and stewardship.

#### IMPAC1

Gain operational efficiency, minimize risk and optimize management cost.



#### INITIATIVE

#### **Energy Delivery Optimization**



#### **PURPOSE**

Identify and execute on the optimal life-cycle cost and value proposition to deliver and consume energy on campus.

#### **IMPACT**

Decrease energy costs and promote environmental sustainability.



#### INITIATIVE

#### Land/Property/Asset Analysis



#### **PURPOSE**

Maximize return on the Portfolio while respecting portfolio balance and stewardship of special properties.

#### **IMPACT**

Increase endowment revenue to lower tuition future increases and provide long-term viability for the University.



#### INITIATIVE

#### **Capital Planning in Axiom**



#### **PURPOSE**

Identify long-term facility renewal requirements and ensure the appropriate investment in facilities.

#### **IMPACT**

Provide world class facilities to better recruit faculty, staff, and students.



#### INITIATIVE

#### **Integrated University Master Plan**





#### DURDOSE

Evaluate programs, staff, technology, space, and resources to ensure ongoing support of the University's mission.

#### **IMPACT**

Attract the best and brightest students who graduate from the University and use their knowledge, talents, and experience here to make a difference in the world.





# ENTERPRISE OPERATIONS



**Teresa Shreve**Assistant Vice President for Enterprise Operations

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by providing effective, efficient, and innovative services to enhance the student's collegiate experience.

Enterprise Operations is comprised of five departments and over 90 team members whose experience, passion, and commitment revolve around providing innovative and excellent customer service to all patrons. We are unique to campus in that most of our services are retail-oriented, so not only do we serve faculty, staff, and students, but the general public as well. Our primary focus is enhancing the overall experience of our students.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Action Card: We provide your official ID for The University of Alabama. The "ACT" Card is used for Bama Cash,
  Dining Dollars, meal plans, building access, athletic events, the University Recreation Center, the Student Health
  Center, and campus events. And for added convenience, faculty, staff, and students add their ACT cards to their
  mobile phone, so physical cards are not needed.
- **Dining Services:** We provide a balanced food service program that meets the nutritional, educational, and social needs of students. We operate 32 locations on campus from residential all-you-care-to-eat concepts to grab-and-go options. Dining Services is an essential component to the collegiate experience, and we pride ourselves on providing a student-centered dining program.
- Contract Management: We manage contracts for residential laundry services, wash-and-fold laundry services, vending machines, and cable television. Our goal with any service provider who supports our community is to ensure they provide excellent customer service with economical prices.
- Supply Store: We are commonly referred to as the "Supe Store." We provide course materials, Bama merchandise, graduation supplies, art and school supplies, and technology products. In the "Tide Tech" area, we sell Apple computers and have two Mac Certified Technicians to repair Apple computers. There are two locations to serve the University and the Tuscaloosa community.
- **Printing Services:** We provide print media products from business cards to custom signs. We also offer services related to bulk mail, engraving needs, promotional items, as well as graphic designers who can design your next big marketing project. Printing Services manages the copier program on campus and stocks copy paper for the campus community. There are two campus locations to serve the University and the local community.

Our *Path of Excellence* is not a one-way street. Partnerships throughout campus help us enhance a student's experience and create an environment that is conducive to learning. Our teams are diverse, but all contribute to offering goods and services that advance the University's mission. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.



#### INITIATIVE





# Printing Services Sustainability

#### **PURPOSE**

Enhance service capabilities, increase opportunities, and reduce costs through improved and more efficient equipment and processes.

#### **IMPACT**

To better serve the University community and Tuscaloosa community.



#### INITIATIVE

#### Collaborations with Campus Marketing Rights Team





#### **PURPOSE**

Improve communication with the campus community and develop innovative ways to promote services offered by Enterprise Operations.

#### **IMPACT**

Enhance the Universities reputation and brand to recruit and retain students.



#### INITIATIVE

#### **Supe Store Success**







#### **PURPOSE**

Increase the Supply Store's contribution to the University.

#### **IMPACT**

Greater access and affordability for our students through funding for scholarships and campus programs.



#### INITIATIVE

#### **Dining Services Success**

# 





#### **PURPOSE**

Attain the best value for dining services for the University community.

#### **IMPACT**

To enhance the delicious and nutritious food options while helping build community.





## **FACILITIES AND GROUNDS**



**Duane Lamb**Associate Vice President for Facilities & Grounds

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by professionally maintaining a world-class campus environment by delivering the highest quality service to our University community and visitors.

As the largest department in Finance and Operations, Facility and Grounds is organized of six departments comprised of 703 team members who bring their expertise, passion, and service to the University every day. Together, we maintain, cultivate, and enhance the physical spaces which serve and inspire our campus community and visitors. As ambassadors for the University, we are proud of the recognition we receive for the beauty and appeal of our campus environment.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Maintenance: We support the University's learning and working environment through diligent preventative maintenance, renovation, repair, and operating services. We are comprised of specialists and professionals in a diverse array of expertise and responsibility that includes electrical, plumbing, coliseum events, elevator, HVAC engineering, and building maintenance.
- **Grounds Department:** We provide a beautiful and operationally sound campus for our students, faculty, staff, and visitors. Our teams maintain over 1,400 acres, nearly 20,000 trees and shrubs, 600 acres of turf, and over 100 flower beds, planters, pots, and hanging baskets. We also maintain over 130 irrigation systems.
- **Energy Management:** We ensure the effective management of our utilities, and maintain an environment conducive to work and study. We partner across campus to develop and implement long term energy strategies that lessen the impact that energy consumption has on the University; both financially and environmentally.
- Custodial Services: We provide cleaning services to campus buildings and University properties including routine, general cleaning, as well as specialty services, such as carpet cleaning, hard surface restorations, and special event support.
- Logistical and Support Services: As a shared service center, we strive to support all campus departments and
  employees. Our Central Receiving team supports the University by receiving, shipping, and warehousing essential
  University property. Our Logistical Support group offers logistical services in the delivery and removal of University
  property.
- **Ground Use Permits:** Our team coordinates and manages special use permits and events. We prioritize the safety, well-being and experience of our students, campus guests, faculty, and staff in every event we coordinate. We consistently defer to "time, manner and space" when choosing the best venue area and time for campus events, and strive to protect the campus academic climate.

Our *Path of Excellence* is centered on the service and experience that we provide to our campus and its extended community. We partner with key stakeholders across the University to understand their needs and perspectives, and proactively work to ensure the safety, operations and beautification of our facility and grounds. The results of our work are visible as soon as one arrives on campus and we take great pride in advancing the mssion of the University through our work. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.



#### INITIATIVE







#### **Process Improvement**

#### **PURPOSE**

We define and complete process improvement plans in each unit, and shop to better serve the University while gaining greater efficiency.

#### **IMPACT**

We anticipate significant costs, time savings, and manpower efficiencies. As a result of our increased efficiency, we anticipate resource reallocation to pursue the University's mission.



#### INITIATIVE

#### **Key Performance Indicators**





#### **PURPOSE**

We establish clear, consistent metrics and measures to evaluate the impact and performance of each shop.

#### **IMPACT**

While the impact of KPI's is specific to each unit, overall we expect to increase our operational effectiveness & efficiency while improving customer service and satisfaction.



#### INITIATIVE

#### Recommissioning of Buildings





#### **PURPOSE**

We create an additional in-house department building recommissioning team. This team will be comprised of engineers and maintenance tradespersons to supervise the recommissioning and upgrading of building systems.

#### **IMPACT**

We expect to reduce costs and maintain operationally efficient buildings across campus.



#### INITIATIVE

#### **Policy Changes**







#### **PURPOSE**

We establish clear, consistent policies to benefit all Facility and Grounds team members, with additional emphasis on diversity and inclusion.

#### **IMPACT**

We anticipate that clearer policies will help to foster greater engagement, morale, and an improved employee experience. We will develop aptitudes and skill sets for advancement within the department at the team leader and supervisor level.



# FINANCE



## OFFICE OF FINANCE



**Julie Shelton**Associate Vice President for Finance

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by generating reliable, compliant financial information and collaborative, customer-focused services to our campus community and external partners.

The Office of Finance is comprised of five functional teams and over 100 team members whose experience, passion, and expertise support and guide the University and its faculty, staff, and students, in achieving excellence in financial stewardship and operations. Together, we partner with divisions and departments across campus to ensure financial resources are available to support the University's mission.

Our teams are committed to campus collaboration and service excellence and are comprised of:

- **Budget Office:** We provide sound financial data, budgets, and forecasts to assist the university community in the most effective planning and use of the University's resources. We administer and oversee the financial plans approved by the Board of Trustees and Administration.
- Financial Accounting and Reporting: We provide financial information for analysis and review to management, the board, auditors, and regulatory agencies to enable effective decisions and ensure compliance with accounting standards.
- **Tax Office:** Our Tax team serve as a centralized resource for the University community in University tax matters, and to promote education, support and compliance with local, state, federal, and international tax laws.
- Procurement Office: We provide guidance and services to enable the efficient procurement of and payment for
  materials, supplies, and services which further the education and research aims of the University, in addition to
  creative and dynamic solutions to enhance the campus environment.
- **Student Account Services:** Our team manages UA revenue generating operations and helps UA students understand tuition and fees and manage student account payments on their student account.

Overall, we are responsible for the financial strength of the University. We are joined on our *Path of Excellence* by many outside partners that assist us with managing the University's resources. We pride ourselves on our attention to detail in order to provide accurate and reliable information to foster fiscal stewardship. Decisions, financial advice, and guidance we offer is built upon furthering the mission of the University. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.

Below, we feature our top transformation priorities to support our shared work:



#### INITIATIVE



#### Improve Financial Training for UA Departmental Personnel

#### **PURPOSE**

Develop training series to encourage good stewardship, increase transparency, deter fraud, and enhance the control environment.

#### **IMPACT**

Departmental users gain expertise and confidence to steward resources and succeed as a department head or administrative support team member.



#### INITIATIVE

#### Move Invoice Processing on POs to Concur



#### DURDOSE

Improve efficiency, accuracy and reporting of accounts payable through use of a single system for accounts payable.

#### **IMPACT**

Reduce effort by department users while increasing transparency and lowering errors and rework.



#### INITIATIVE

#### **Develop Online Journal Entry System**







#### **PURPOSE**

Move manual process for journal entries and departmental transfers to an online electronic process.

#### **IMPACT**

More efficient for department users while eliminating scanning of paper documentation.



#### INITIATIVE

#### **Axiom Long Range Planning and Tuition Module**





#### **PURPOSE**

Utilize these modules in the FY2023 budget review process.

#### MDACT

Improved forecasting and modeling.



#### INITIATIVE

#### **Expand Chatbot**





#### **PURPOSE**

Expand use of chatbot to answer emails.

#### **IMPACT**

Better customer service. Increase time efficiencies for SAS staff.



# HUMAN RESOURCES



### **HUMAN RESOURCES**



Susan Norton
Sr. Associate Vice President
for Human Resources

#### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by delivering strategic HR solutions that lead to individual and organizational excellence.

The Department of Human Resources is a team of subject matter experts whose commitment and passion for excellence foster an inclusive, productive workplace, and a positive, inspirational culture. Our employees are customers, and it is our duty to use our strategic position to effectively manage the employee experience.

Our teams are committed to campus collaboration, productive partnerships, and service excellence.

- **Benefits:** We provide excellent customer service and guidance to University employees to help them understand and select the benefits that meet their needs by offering comprehensive and competitive benefits and programs.
- Compensation & Classification: We provide a framework by which the University can attract, retain, and motivate a staff workforce with the requisite expertise and skills to serve the mission of the University. We strive to maintain an externally competitive and internally equitable staff salary system. We utilize analytics to align informed, data-driven compensation decision-making, internal equity, and external competitiveness with University objectives.
- **Employee Relations:** We provide expert leadership and consultation for HR Business Partners and employees on a wide array of often complex performance and behavioral issues. We conduct investigations into high-level employee relations matters. We develop, update, and interpret University policies for the greater campus community.
- **HR Business Partners:** We are the primary HR point of contact for all employees within assigned units. We work collaboratively with division/college leadership, proposing and executing human resources' initiatives that support the group's strategic priorities. We consult with HR's Centers of Excellence on matters requiring additional subject matter expertise and/or guidance.
- **HR Operations:** We work collaboratively with campus partners to develop strategies and processes that facilitate the collection and dissemination of information and data, and to promote a digital culture with data-driven decision making as related to human resources.
- **HR Service Center:** We provide consistent, excellent customer service to the UA community of employees, retirees, and applicants regarding HR matters; promote operational compliance standards and procedures; and assist in providing a positive and welcoming onboarding experience for new employees.
- **Learning & Development:** We support the professional development needs of University employees throughout their time at the Capstone. We provide comprehensive training on topics intended to support employee success through a variety of instructor-led and online learning formats.
- **Payroll:** We provide comprehensive services to enable efficient and accurate payroll operations. Through excellent customer service, we provide guidance to University employees to help them understand paycheck deductions, leave accruals, leave transfers from other state agencies, and other payroll related items.
- **Talent Acquisition:** We maintain a competitive employer brand to attract diverse and highly talented candidates to the University. Utilizing modern approaches and technology, we build talent pipelines, nurture active and passive candidates, and provide specialized recruitment assistance.
- **Wellness and Work life:** We support University employees by providing evidence-based, data-driven initiatives centered around four core areas: balance, live, move, and nourish. The initiatives foster wellbeing, nurture a worksite culture of support, and empower individuals to take responsibility for their health.

Our *Path of Excellence* continually evolves due to the emergence of new technology and automation, new generations entering the workforce, new ideas to engage employees, and new trends in the profession. Our focus of advancing the University's mission never waivers and one that we are proud to uphold. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.



### INITIATIVE

**HReimagined** 







### **PURPOSE**

HReimagined is a collaboration of stakeholders from across campus sharing ideas for enhancing HR strategies, structures, services, programs, and systems that reflect the University's strategic objectives. It focuses on continuous process improvements and employee-centered solutions which minimize redundancies and improve efficiencies and effectiveness, emphasizing role of the HR Business Partner to support people excellence across the University.

### **IMPACT**

Continuous process improvements will deliver better, more seamless HR services to the University ultimately saving time and financial resources. Financial savings can be reinvested in improved HR services or reallocated to other areas to fund critical projects. The addition of HR Business Partners will result in enhanced delivery of HR services.



### INITIATIVE

### **Compensation Guidelines**









### **PURPOSE**

We will revise current compensation guidelines to allow for greater flexibility and clarity in college/department level salary administration to support improved recruiting and retention of talent.

### **IMPACT**

Currently, salary administration is managed by HR using outdated guidelines and practices. Revising guidelines to allow more flexibility and transparency for hiring managers will build stronger partnerships with our campus stakeholders and improve the competitiveness of employee salaries.



### INITIATIVE

### **Onboarding**





### **PURPOSE**

We will provide a positive and welcoming onboarding experience for new employees by orienting them to the history, culture, and tradition of the Capstone while standardizing onboarding practices and centralizing key functions.

### **IMPACT**

A positive onboarding experience for new employees is crucial to the new hire experience and has been identified as an area for improvement by both HReimagined and employee feedback.



### INITIATIVE

## Leave Tracking System





### **PURPOSE**

We have selected and are implementing Absence Tracker, a leave tracking system. Our current process of tracking family medical and other leaves is a manual, time intensive process.

### **IMPACT**

Currently HR processes all FMLA requests, medical certifications, and other leaves through a paper-based process. The lack of a central leave tracking system limits our ability to efficiently provide leave balances to employees or departments and potentially results in salary or benefits deductions errors. The new system will streamline and automate tracking of FML, on-the-job injury, and other leaves and improve services to departments and employees.

# PUBLIC SAFETY





# **PUBLIC SAFETY**



Ralph Clayton
Associate Vice President
for Public Safety

### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by constantly improving the campus community's mobility and safety through campus security, transportation solutions, emergency preparedness and response, and security technologies with a commitment to mutual respect and transparency.

The Department of Public Safety is comprised of five functional departments and over 275 team members whose professionalism, expertise, and dedication focus on providing a safe, secure, and convenient campus where students can thrive. Our primary focus is to be proactive, not reactive and address any concerns that are brought to our attention.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Emergency Management: We operate an emergency management program that is accredited by the Emergency Management Accreditation Agency (EMAP). We are a certified StormReady University and a Weather-Ready Nation Ambassador. We monitor the threat of severe weather and communicate to the campus any necessary actions that are needed. We develop, review, enhance, and update all emergency plans on campus. We conduct training and exercises for emergency preparedness.
- UAPD and Security Resources: We are a fully accredited police department with specialized units to support
  campus safety. Additionally, Security Resources is a non-sworn unit that assists in campus safety and security. We
  are available 24 hours per day to respond to emergencies or calls for service. Our approach is one that is proactive
  by continually working to reduce the opportunity for the occurrence of crime on and around campus through
  community policing and educating our community.
- **Security Technologies:** We approve and grant access to buildings on campus and operate the key shop. We monitor, update, and enhance the security camera system that is strategically positioned throughout the campus.
- Threat Assessment: We prevent the threat of violence to the University by identifying the source of the threat, determining the seriousness of the threat, developing intervention plans that negate the threat, and the underlying causes of the threat.
- Transportation Services: We manage and oversee Parking Services, Crimson Ride, Fleet Services, Automotive Services, Motorist Assistance Program, and Event Management. We maintain over 20,000 parking spaces on campus and support over 117 campus events. We pride ourselves on offering reliable and convenient modes of transportation, maintaining campus parking infrastructure, and providing exceptional event support for the university community.

As we navigate our *Path of Excellence*, we strive to continuously offer top-notch service, cutting-edge technology advances, safe and economical means of transportation to maneuver through campus, and serving and protecting the University community. Our doors are always open to the campus community for feedback and any suggestions as we move toward the future of advancing the University's mission. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.



### INITIATIVE







## **Process Improvements**

### **PURPOSE**

Continuously evaluate systems for process improvements.

### **IMPACT**

Departmental efficiencies and reduced cost to save the University money.



### INITIATIVE

### **Campus Fleet Management Program**







### **PURPOSE**

Implement reduction strategies and shared use strategies.

### **IMPACT**

Reduced maintenance cost, ownership cost, and inefficiencies in providing transportation to campus.



### INITIATIVE

### 911 Board and Share Radio Maintenance Costs







### **PURPOSE**

Create a regional public safety radio partnership.

### **IMPACT**

Reduced cost to the University for Public Safety radio tower/service.



### INITIATIVE

# **EOC Redundant Radio Backup System**







### **PURPOSE**

Outfit EOC with Public Safety Communications Backup.

### **IMPACT**

No disruption of communication and service during emergencies.





# SERVICES

# SHARED ADMINISTRATIVE SERVICES



**Alyson Baxter**Assistant VP for Shared
Administrative Services

### Our Purpose, Our Passion

To advance the University's mission and objectives through exceptional services, administrative leadership, and operational efficiency by providing remarkably reliable, transparent administrative and financial services, business and operations support, budgetary oversight, and mail operations.

The Shared Administrative Services Department is comprised of several functional departments and over 100 team members whose commitment, knowledge, and professionalism are part of our everyday culture. Our primary focus is to provide quality customer service and a financial stewardship of university resources.

Our teams are committed to campus collaboration, service excellence and are comprised of:

- Office of AVP: We are home to the division of Finance and Operations designated Harassment Resource Persons, ADA/504 Coordinators, and Affirmative Action Coordinators. We provide independent oversight and fiscal consulting activity to the department of Human Resources. We design and evaluate department wide and individual professional development plans for all Shared Administrative Services staff members.
- Business Administration for Construction and Physical Plant: We partner with the executive leadership of the Campus Development and Facilities areas assisting them with budget management, internal financial reporting, benchmarking data and other business needs. We manage the billing of utilities for the University and set up new utility service or transfers for new or existing construction projects. We initiate a high volume of purchase orders and reconcile P-card transactions that are submitted through BuyBama and Concur. We bill university departments and external customers for work orders and services that have been submitted and completed.
- Business Services: We provide independent oversight and fiscal consulting activity to departments within Finance and Operations and Housing and Residential Communities (HRC). We partner with HRC to manage the consolidated Housing budget and collaborate to ensure the financial health of the system. We offer a systematic approach to evaluate and further develop processes and financial practices. We operate the Customer Service Center where faculty and staff can initiate work orders and we serve as the liaison between the customer and Facilities department.
- Campus Mail: We manage the collection and delivery of all student and departmental mail on campus and deliver
  letter mail and packages sent through USPS, UPS, FedEx, and DHL. We maintain over 1,300 parcel lockers on
  campus for added convenience where students can retrieve packages 24 hours, seven days per week. During the
  annual fall student move-in period, we operate satellite mail locations in select residence halls to enhance the
  student mail pick up experience.
- Capstone Village: We operate a luxury residential community with emphasis on active living for individuals at least 55 years of age. Residents can choose one of our spacious apartments or a garden home with various floor plans. Currently, we have 174 residents that have access to wellness programs, transportation, university events, nutritious meals, healthcare, learning programs, games, entertainment, and fellowship with friends. We offer assisted living for residents who need extra care and a memory care center for residents who have been diagnosed with Alzheimer's disease or dementia. We collaborate with many campus departments as they provide specialized knowledge essential to the success of Capstone Village.
- IT System Support: We act as a liaison between the Shared Administrative Services teams and the Office of Information Technology to support areas with proprietary software that require special knowledge of business practices for the software to be utilized to its full potential. Some of the systems supported include EnergyCap, MatrixCare, JAMF, Quadient, and others. We provide invaluable support to the departments of Shared Administrative Services in their daily operations by partnering with Process Review on identifying and developing efficiencies with the use of technology.

- **Process Review and Financial Compliance:** We perform periodic, internal, financial, and operational reviews to ensure our records and those of departments supported by Shared Administrative Services are accurate and comply with internal and external guidelines. We examine, document, monitor, and improve processes as needed. We act as internal consultants for continuous process improvement to other Shared Administrative Services departments.
- Uniform Services: We coordinate the selection, fitting, ordering, and distribution processes of work uniforms for Finance and Operations and participating campus departments. We work closely with Procurement Services and act as liaisons between university departments and the contract vendor to offer a quality product with economical prices. We also offer a selection of business wear shirts and sweaters for departments that do not require uniforms. Current garment selections are displayed in a showroom conveniently located in the Employee Resource Center on the University Services campus.

At first glance, it may seem that our *Path of Excellence* has many twists and turns because our areas are so diverse, but it is quite the opposite. Consolidating these different functions and roles into one department eliminates obstacles and allows for operational efficiencies that benefit Finance and Operations and support the University's mission. Along with our colleagues in Finance and Operations, we share the commitment to our guiding values and their daily expression in our work and drive for excellence.

Below, we feature our top transformation priorities to support our shared work.



### INITIATIVE

### **Peer Institution Comparator KPIs**







### **PURPOSE**

To improve departmental efficiencies.

### **IMPACT**

Right-sizing operations and potential savings from an increased number and scope of capital project financial reviews.



### INITIATIVE

### Parcel Locker Utilization







### **PURPOSE**

Increase the number of students using the existing parcel lockers and to expand the locker presence in new areas.

### **IMPACT**

Shorter mail pickup times for students and the flexibility of self-service pickups for UA departments.



### INITIATIVE

### Mail Modernization Project





### DLIDDOSE

To standardize the outgoing mail shipping options for the campus community.

### IMPACT

Savings by taking advantage of contract pricing and shipping costs.



### INITIATIVE

## Capstone Village Business Plan



### **PURPOSE**

To occupy the facility with an appropriate mix of resident and administrative space.

### **IMPACT**

Reduce the current level of deferred maintenance.





