

## **FINANCE AND OPERATIONS STRATEGIC PLAN**

**July 2, 2007**

### **Priority I: ORGANIZATIONAL VITALITY**

**A. Goal: Promote an inclusive and engaged environment, thereby attracting and retaining a highly able and diverse workforce.**

**1. Strategy: Review and act on a campus-wide workplace climate assessment, Working at Iowa.**

*Measure: 100% completion of college/division follow-up to survey results.*

**2. Strategy: Raise awareness and increase targeted efforts to create diverse pools when positions openings in the Division occur**

*Measures:*

*-Number of new hires that contribute to a diverse workforce in the Division*

*-Women in executive positions*

*-Minorities in executive positions*

*-Minority P&S staff representation*

*-Full-time executives, administrators and managers as a % of full-time employees (headcount)*

*-Monitor in conjunction with annual supervisor and manager performance appraisals*

*-Semiannually, review together the Human Resources reports to the Finance and Operations Senior Management division hiring over the last six months related to gender and race*

**3. Strategy: Revise Merit job descriptions, leadership programming and performance management tools to include responsibilities and standards related to diversity and inclusion, learning and professional development, civil and respectful interactions, and responsibility and accountability**

*Measures:*

*-Job descriptions, leadership programming, and performance management tools revised by December, 2007*

*-Performance management campus compliance increases from 85% to 100%*

**4. Strategy: Communicate the University's strong total compensation program to both current and prospective employees**

*Measures:*

*-Develop additional materials that effectively market total compensation to employees and implement by June 30, 2007*

**5. Strategy: In order to improve the work place, continue to provide organizational effectiveness services such as counseling, behavior risk management and workplace consultation**

*Measures:*

*-Provide an annual report to FO Senior Management related to the numbers participating in organizational effectiveness*

*-Annually report on numbers of participants University-wide in organizational effectiveness services*

*-Annually report on wait time to receive organizational effectiveness services*

*-Annually report on satisfaction and outcomes*

**6. Strategy: Progress in meeting Athletics 5-Year Plan for Gender Equity**

*-Gender Equity Assessment completed annually*

*-Participation change*

**B. Goal: Maintain competitive and appropriate compensation – salary and benefits**

**1. Strategy: Conduct biennial P&S Big Ten Salary Survey**

*Measures:*

*-Percent of non-organized P&S staff within 5% and 10% of CIC mean*

*-Percent of non-organized P&S staff below 20% of CIC mean*

*-Maintain average P&S Salary at or above the Big Ten mean*

**2. Strategy: Develop annual salary policy for non-organized P&S and Faculty in conjunction with the Provost Office**

*Measure:*

*-Average salary increase is in accord with inflation and specific targets developed from salary surveys of peers/competitors*

**3. Strategy: Manage with the Board Office and under policies developed by the Board collective bargaining negotiations of the AFSCME, COGS, and SEIU contracts**

*Measures:*

- Annual total compensation increase (including “step” adjustments) is in line with inflation and increases for other employee groups
- Annual total compensation for COGS includes an increase of tuition scholarship
- Annual total compensation increases target in accord with areas of greatest need

**4. Strategy: Implement a P&S compensation and classification system that is equitable, flexible, competitive, and facilitates the recruitment and retention of talent**

*Measure: Retain the services of a highly skilled consulting firm to review the University’s P&S compensation and classification system to determine improvements to better meet the needs of campus by July, 2007*

**5. Strategy: Assure equitable salaries for protected classes**

*Measure: Annual review of equitability using Office of Federal Contract Compliance Programs (OFCCP) analysis tool*

**6. Strategy: Educate senior human resources leaders in equity analysis and workforce availability methods**

*Measures:*

- Senior human resources leaders rate training program as meeting or exceeding expectations
- Track application of equity analysis and workforce availability methods

**7. Strategy: Determine and allocate employer contribution to benefits for non-organized staff**

*Measures:*

- Percent of employer contribution for Chip III and UICARE plans is at the CIC mean or better
- FRIC ratio (employee contribution to cost of premium is 100% of weighted average of health care premium for single plans and 75% of weighted average for family)

**C. Goal: Expand learning and growth in the work environment**

**1. Strategy: Develop online learning courses/presentations in key Human Resources, Business and Finance policy and procedure through “Elluminate Live!”**

*Measure: Number of courses, number of participants, participant satisfaction, and identified impact on work environment*

**2. Strategy: Implement UI Lead—a leadership development initiative that will provide 360° feedback and a talent management plan.**

*Measures:*

- Number of participants
- Documented ROI from coaching
- Behavior change from repeat 360°

**3. Strategy: Provide division staff with appropriate resources to enable optimal performance**

*Measures:*

- Annual assessment of employee satisfaction through unit-based local surveys until such time as a campus climate survey is completed
- Monitor and report on FO divisional participation in staff development activities recorded through Learning and Development
- Climate reported in regular campus-wide survey-percent of participation in F&O Working at Iowa

**4. Strategy: Target and support opportunities for professional development of staff, and encourage faculty/staff participation in development and leadership programs**

*Measures:*

- Increase of institution-wide annual enrollment in development programs from 9,300 to 10,250
- Annually assess need for and allocate appropriate central funds to support institution-wide professional development opportunities such as e-learning and organizational effectiveness

**D. Goal: Develop and execute comprehensive risk assessment and prevention**

**1. Strategy: Assess horizon of risk for the University of Iowa**

*Measures:*

- Annually provide comprehensive overview of future potential risks
- Annually produce cost of risk report and review with senior managers. The premium paid for 2006 for 68 policies was \$2,243,965.40
- Property and Liability premiums
- Number, amount and types of claims
- Cost of Risk as % of Revenue

- Calculation of total losses and applicable loss ratio. Not all losses are associated with premium therefore loss ratio cannot be calculated but total losses can be calculated based upon claim type. Where premium is charged then a loss ratio can be calculated. For example property, auto and worker's compensation.
- Identify the potential financial impact to the University for risk and continuation of business operations
- # of workers compensation claims

**2. Strategy: Regulatory Compliance – ensure adherence to federal statutes and regulations, statutes and administrative rules of the State of Iowa, policies and procedures of the Board of Regents, State of Iowa, and policies and procedures of the University of Iowa**

*Measures:*

- Annually engage General Counsel's office and others in monitoring and communicating new federal and state laws and administrative rules, and develop and implement required new University policies
- In FY2006 develop and implement a University-wide structure for assessing institutional risk; and for coordinating, monitoring and implementing necessary compliance processes
- Annually consult with General Counsel, Risk Manager, and others to target and priorities compliance areas for review, process development and implementation as appropriate
- In CY2006 engage General Counsel's office and others in comprehensive review of signature authority; modify as appropriate and communicate broadly
- # of OSHA citations confirmed

**3. Strategy: Implement best practices consistent with Sarbanes-Oxley**

*Measures:*

- Annually communicate broadly the University's " Code of Conduct"
- Commence and communicate implementation of complaint hot line by September, 2005
- Monitor number and nature of hotline complaints and resolutions and report annually to senior management
- Develop policy in FY2006 on additional signatories to UI audit engagement letters

**4. Strategy: Periodically evaluate internal audit plans and policies; review and monitor audit reports**

*Measures:*

- Annually provide Internal Audit Director advice on annual internal audit plan for the next year
- Review all internal audits and timely respond to auditors' recommendations
- Review all bond enterprise audits annually
- Review all state auditor reports and timely respond to auditors' recommendations
- Single Audit – questioned costs \$

*-Internal Audit – open audits with management’s corrective actions past due*

**5. Strategy: Meet all commitments in the joint UI/ISU/UNI papers creating a well-coordinated and efficient risk management function**

*Measures in AY 2006:*

- Implement a Risk Management Information System to collect claims data across the system. (The task was completed. Based upon the analysis, it is not cost effective to purchase a RMIS system for the type and amount of claims)*
- Develop standardized insurance requirements in purchase orders, common agreements and professional services contracts*
- Consolidate administration of motor vehicle claims (This item has been delayed as a result of the findings with the RMIS system. The regents will be analyzing methods to improve data)*
- Establish common fleet safety principles (A regent Fleet Vehicle Policy has been developed defining minimum standards for a fleet safety program and management guidelines for the automobile self insurance fund)*
- Evaluate potential savings through a coordinated insurance program*

**6. Strategy: Review, update and improve the University Critical Incident Management Plan**

*Measures:*

- Critical Management Plan updated and approved by VP Group within FY2006 (Accomplished; met with VP Group concerning changes; added the UI Continuity of Operations Plan to CIMP; updated entire document; added new section on how to select and operate hand-held fire extinguishers)*
- Review annually with Department of Public Safety crime statistics reported in the Department of Education (Cleary Act) report and U of I Police Department statistics (Meeting will be scheduled with VP True when 2006 stats have been compiled)*

**7. Strategy: Define a safety model that ensures compliance, embeds safety into operational processes, improves the physical work space and practices for faculty and staff, and incorporates timely safety training of staff while establishing employee ownership, leadership and participation**

*Measures:*

- Complete model in FY2006*
- Completion of annual training and development goals*
- Number of incidents investigated and reported*
- Progress on reducing Facilities Management work-related injuries per 100 FTE and lost days per calendar year.*

**8. Strategy: Assure compliance with environmental regulatory requirements and minimize adverse environmental impacts on the University of Iowa**

*Measures:*

- Annual environmental report and data listing deviations on compliance report-- emissions, incident reports for air, water, oil and asbestos
- Number of employees trained in pollution prevention
- Annual air emissions inventory completed
- HPO to report annually on radioactive, hazardous waste

**9. Strategy: Improve campus safety and security through improving campus access and security control procedures and organization (see II.D.6-7) (DPS and FM have developed plans and strategies for enhancing access control and key/card management for UI campus. Short term goals include upgrading Jessup Hall—administration building, to include perimeter electronic access as well as electronic access control on select interior doors; long term goals will address new projects as well as retrofits for existing buildings. A security assessment guide has been developed to facilitate assignment of a range of security enhancements for buildings/departments)**

**10. Strategy: Improve credit card controls and related IT security procedures**

*Measures:*

- Implement new comprehensive credit card processing policy by September 30, 2005
- Perform IT system security checks as required by policy
- Meet all applicable credit card organization standards
- Annual review of departmental compliance with credit card self assessment as required by policy

**11. Strategy: Decrease dependence on mainframe and develop appropriate server capacity/redundancy on a defined schedule**

*Measures:*

- UIHC/UI collaboration to eliminate mainframe dependence accomplished in FY2006
- Meet financial goals of SIS project calling for savings in mainframe discontinuance

**12. Strategy: Develop and adopt a plan for implementing the Student Information System**

*Measures:*

- Annually evaluate the SIS budget, accomplishments and results in terms of adopted plan

*-Receive reports on variance of timetable, budget or program*

**Priority II: FINANCIAL STEWARDSHIP**

**A. Goal: Analyze, plan, and manage university finances and controls in partnership with operating units**

**1. Strategy: Manage reallocation program in conformance with Regent expectations**

*Measures:*

- Annually meet or exceed Regents targets (FY 2006 target of \$8.25 million in GEF)*
- Report to Regents as required (Twice – With annual budget submission and Comprehensive Fiscal Report)*
- General Education Fund budget vs. Actual – variance as +/- % (November)*
- Total Budget vs. Actual – variance as +/- % (Revenue/Expense) (November)*

**2. Strategy: Manage and oversee system of fees and charges**

*Measures:*

- Annually recommend room and board charges to Regents in consultation with Student Services (March)*
- Annually recommend tuition and fee charges to Regents in consultation with Provost (November/December)*
- Annually recommend parking rate charges to Regents in consultation with Parking and Transportation Charter Committee (March) (FY 2007 parking rates were submitted to and approved by the Parking and Transportation Committee in the fall of 2005, then submitted to the Board of Regents for approval at their March 20-21 and May 3-4 meetings in 2006).*
- Annually review internal recharge rates to determine if they are set in accord with policies approved by the Controller*
- Annually authorize athletic ticket pricing in consultation with the Presidential Committee on Athletics*
- Annually establish utility rate structures*
- Annually establish telecommunication rates in consultation with Chief Information Officer*

**3. Strategy: Develop improved models for monitoring and projecting tuition and indirect cost revenue**

*Measures:*

- Report annually in Comprehensive Fiscal Report actual versus budgeted numbers for tuition and F&A revenues*
- Develop a model that will yield, on the date the budget is submitted to the Regents, projections for GEF and total tuition and F&A revenues that will vary from the actual revenues by no more than +/- 1%*
- Indirect cost rate negotiated / % collected (August)*

**4. Strategy: Promote and assure the financial health and stability of all units including auxiliary, major research, and appropriated budget units**

*Measures:*

- Quarterly identify variances for selected units and provide expert assistance and advice to operating units as required*
- Provide monthly oversight to units in financial difficulty or ones identified by the controller for detailed monitoring*
- Report all significant variances to Senior Vice President*
- In FY2006 increase by 2 FTE number of individuals in financial analysis and consulting group available to assist units in specialized reviews*

**5. Strategy: Monitor the financial performance of each affiliated organization**

*Measures:*

- Provide quarterly assessment of status to senior management.*
- Provide annual report of status to Board of Regents Office.*
- Provide quarterly assessment of financial results to Musser Davis Land Company Board*
- Adopt and utilize revised Musser Davis Land Company management plan in CY 2005*
- Incorporate Iowa Measurement Research Foundation endowment into University pool in CY 2005*

**6. Strategy: Continue to train departmental and collegiate staff on financial tools, system applications including workflow, software and related policy and procedure. (see IV.C.1)**

*Measure:*

- Provide 100% training to all procurement card holders (Ongoing)*
- Semiannually train staff on ProTrav and e-pro application through staff development (Training for ProTrav and e-pro applications is offered regularly through staff development. Online training for these classes will be available summer of 2007)*
- Finalize staff development financial, human resource and operations training program by CY2006*
- Business Process Series was implemented in 2006*

**7. Strategy: Provide access to financial data for decision support functions**

*Measure: Maintain 100% transparency for authorized department and collegiate officers of their financial information*

**8. Strategy: Establish improved space utilization data, particularly for UIHC and CCOM to support F&A recoveries and to provide most accurate data possible for the F&A calculation**

*Measures:*

*-Space Utilization:*

- Academic/Administration sq ft / student
- Sponsored research expenditures/ sq ft of laboratory space
- Review and improvement of UIHC space utilization data completed June 30, 2004
- Review and improvement of College of Medicine space utilization data completed not later than June 30, 2006
- Complete F&A rate calculation and proposal by December 31, 2006 based on FY 2006 data

**9. Strategy: Develop models to depict earning, allocation and distribution of F&A recoveries by college**

*Measure:*

- Complete models and report to Senior Vice President by end of CY 2005
- Recommend any new incentive programs by end of CY 2005

**10. Strategy: In collaboration with the Board of Regents and other Regent institutions, convert the Workers' Compensation program from the State of Iowa, Department of Administrative Services to the University Benefits Office.**

*Measure:*

- Reduction in administrative costs.

**B. Goal: Assure effective asset management – investments and cash**

**1. Strategy: Manage cash balances and forecast cash positions/requirements assuring daily liquidity to fund operations.**

*Measures:*

- Maintain liquidity equivalent to 3 weeks of payables.
- Limit daily available cash in bank to \$55,000.
- Avoid any account overdrafts.
- Annually review with Regents' Investment Advisor the performance of money market fund providers and alternatives.
- Detailed monthly and quarterly internal reporting of asset allocation and investment returns of operating portfolios compared with relevant benchmarks.

**2. Strategy: Invest and monitor all operating, endowment, and quasi-endowment funds in accordance with the investment policy of the Board of Regents, State of Iowa, and the Iowa Code.**

*Measures:*

- Detailed quarterly and annual internal reporting of investment returns of operating portfolios compared with relevant benchmarks- Total Return/Benchmark
- Detailed quarterly and annual internal reporting of long-term investment returns by portfolio compared with relevant benchmarks- Total Return/Benchmark
- Quarterly auditing of individual endowment and operating securities holdings and reviews of individual portfolios for compliance with Board of Regents Policy. Reporting to Internal Audit for independent review.

**3. Strategy: Initiate rebalancing of assets among investment pools as required to meet Regent requirements and collaborate with investment advisor, custodian, and appropriate fund managers on any fund liquidations.**

*Measure:*

- Meeting required payout schedules quarterly.
- Application of quarterly cash additions and distributions to rebalance individual portfolios toward target.
- Detailed monthly and quarterly internal reporting of asset allocation and investment returns by fund manager and portfolio.
- Rebalance within one quarter, all individual portfolios extending beyond target ranges.

**4. Strategy: Maintain appropriate documentation and records for individual endowment and gift transactions and monitor activity for compliance with donor restrictions.**

*Measure:*

- Annual review of all endowment spending for compliance with donor restrictions and in accordance with fiduciary responsibilities.
- Develop automated process within accounts payable to confirm donor requirements met for each transaction by 2008.
- Annual review and reporting of all endowment accounts.

**5. Strategy: Inform and utilize the Faculty Investment Advisory Committee on all aspects of investment policy.**

*Measure:*

- Meet at least quarterly.
- Complete committee assessment and recommendations on Socially Responsible Investing by 2006 .

**6. Strategy: Develop and maintain effective working relationships with Board-approved investment advisor, fund managers, brokerage firms and banks, other Regent Institutions, the UI Foundation and other Big Ten universities to stay current on banking and investment issues, products, and services**

*Measures:*

- Semi-annual Big Ten Peer review of investment performance, asset allocation, spending, and administrative fees.
- Annual NACUBO and Common Fund Endowment Peer Review of return, spending, asset allocation, and general administration of investment pools.
- Participation in annual Big Ten CIO and Big Ten Treasurer's meetings.

**7. Strategy: Establish and maintain controls over university bank, trust, and money market accounts as well as specialized services such as ATM's and lockbox cash collections**

*Measures:*

- Annual review of authorizations and wire transfer authority for proper delegations and segregation of duties.
- Annual reporting to the Board of Regents of authorized brokers and financial institutions.

**8. Strategy: Establish and maintain university bank, custodial, fund manager and money market accounts and monitor transactions.**

*Measures:*

- Daily, monthly, and quarterly reconciliation of institutional accounts to validate timely and accurate transaction processing.
- Timely implementation of all transactional debit block functions made available by banking partners.

**9. Strategy: Establish and maintain cost controls over university bank, custodial, fund manager and money market transactions.**

*Measures:*

- Monthly reconciliation of institutional accounts to validate accuracy of vendor charges.
- Annual Phoenix-Hecht surveys of treasury services and bank pricing vs. University costs.

**C. Goal: Assure effective debt management**

**1. Strategy: Communicate regularly and thoroughly with bond rating agencies**

*Measures:*

- Talk to bond rating agencies in consultation with Springsted prior to each bond sale
- Apprise bond rating agencies of upcoming sales and all substantial changes in financial condition

**2. Strategy: Perform debt capacity analysis**

*Measure: UI ratios calculated and benchmarked against peers annually*

**3. Strategy: Assure maintenance of Aa2 UI bond rating**

*Measures:*

- Quarterly review of 11 bonded enterprises /annual audit - # reviewed*
- Quarterly review of 6 affiliated organizations financials/annual audit - # reviewed*
- Review each proposed bond sale and impact on debt capacity and anticipated rating*
- Reporting of significant events through the continuing annual disclosure/certification process*

**4. Strategy: Administer outstanding debt obligations.**

*Measures:*

- Perform without error all paying agent, transfer agent and liquidation agent functions*
- Meet all bond covenant requirements as assessed in annual bond enterprise audits*
- Disclose all opportunities for economic refunding or advance refunding*
- Develop formal processes to test annually all tax certification requirements against prior year activities, including the use of space in conformance with tax exempt programs, by end of CY 2005*

**5. Strategy: Efficiently manage all new bond issues authorized by the Board**

*Measures:*

- Meet all expectations of the Board to achieve successful individual bond sales*
- Annually develop bond issuance plans and schedules for approval by the Senior Vice President and submittal to the Board Office*
- Meet all federal and state tax requirements including reporting and rebating arbitrage and management of reserve account balances— as tested in annual audits*

**6. Strategy: Develop a university-wide, multi-year debt management plan that assures long-term financial strength for programs consistent with the Strategic Plan**

*Measures:*

- Review each bond issuance against this plan*
- Maintain Aa2 rating standard for the University*
- Communicate regularly with the University's Capital Planning Committee on the financial conditions and factors enabling debt issuance for a given project*

**D. Goal:      Assure effective asset management – properties, facilities and acquisitions**

**1. Strategy:**    **Establish sustainable energy management and resultant savings**

*Measures:*

- Completion of a revised, comprehensive campus energy policy within FY 2006
- Annually measure and report progress on reducing energy consumption per square foot by 10% by 2013.
- Development of sustained funding mechanism for economic energy conservation improvements in FY 2006
- Tons of coal displaced by biomass/alternate fuels
- Meet annual utility budget targets

**2. Strategy:**    **Develop a comprehensive investment strategy for campus utilities that addresses and balances the needs for reliability, capacity, and cost-effectiveness**

*Measures:*

- Report and analyze annual budgets, costs and rate fluctuations by utility type
- Meet all bond covenants for the Utility Enterprise
- Maintain stable and predictable rate structures for customer units
- Reach internal agreement on investment strategy within FY 2006

**3. Strategy:**    **Take actions in accordance with the capital planning process and the campus master plan**

*Measures:*

- Complete reworking of campus master plan in CY 2006
- Report quarterly on status of all projects reviewed within the University Capital Planning Review Committee process
- # of projects approved in capital process review

**4. Strategy:**    **Acquire properties in accordance with the University’s updated campus master plan when opportunities are available**

*Measures:*

- Maintain rental properties in good condition and maintain good neighbor relations
- Report semi-annually to the UI Facilities Corporation on property financings
- Annually review lease rates with the Board
- Report annually the total square feet of property purchased and square feet of land acquired—as well as options acquired

- 5. Strategies: Build an expanded, improved and cost effective deferred maintenance, plant adaptation and capital renewal program**  
-Complete with the FY 2007 legislative request a comprehensive facilities assessment for deferred maintenance, plant adaptation, and capital renewal to guide facility improvements  
-Integrate Public Safety and Facilities Management Division responsibilities for campus fire and life safety program

*Measures:*

- Complete all GEF facilities condition audits by September, 2005
- Complete all scheduled facilities condition audits by June 30, 2006
- Complete Utility System assessments by June 30, 2006
- Develop an inter-institutional deferred maintenance correction plan by end of CY 2005
- GEF deferred maintenance backlog (uncommitted funds, number matches Facilities Governance Report)
- GEF Building Renewal Allocation (Target: 1% of Facilities Replacement Cost Annually)

- 6. Strategy: Build an expanded, improved and cost effective fire and life safety program.**  
(see also I.D.9) (In addition to Fire Safety Coordinator, we will be sending a police Lieutenant who is also a fire fighter to Arson Investigation training to assist the FSC and City Fire Marshal with future arson cases. Completed three-year effort to upgrade State building and fire codes effecting Regent institutions)

*Measures:*

- Annually report on status of all citations arising from fire marshal inspections (Accomplished; submitted first UI plan of correction to State Fire Marshal Office for 2005 visit; plan included items corrected and date/plan for future corrections divided into categories: USER, MAINTENANCE and CAPITAL; new format allows us to receive credit from SFM for items corrected as well as assist in quickly identifying future projects for allocated fire safety funds)
- Annually develop a comprehensive status report on fire and life safety issues and submit to Regents (Accomplished; plan was presented to VP True and hard copy sent to Joan Racki in printed and disc format)
- GEF fire and life safety backlog (uncommitted funds, number matches Facilities Governance Report) (Unknown: Will check with FM)

- 7. Strategy: Improve present campus access and security control procedures and organization. (see also I.D.9)**

*Measure:* -Finalize recommendations for improved campus access within FY 2006

- 8. Strategy: Oversee all aspects of capital development and management for major projects**

*Measures:*

- In FY2006 conduct ongoing review of all major projects: Kinnick, Chemistry, the Art Building, Recreation Center, UHL

*-Change in net assets University-wide (\$/%)*

**Priority III: QUALITY OF SERVICE**

**A. Goal: Implement a campus-wide comprehensive wellness program**

**1. Strategy: Convene an Integrated Health & Productivity Management Advisory Group from across campus to consider health and disease management opportunities, including UIHC, COM, CON, CLAS, Pharmacy, HPO and others**

*Measure: Number of benefit design changes that improve health outcomes for individuals*

**2. Strategy: Maintain distribution of a health risk assessment (HRA) to a select population as part of a phased in approach to improve individual health and organizational performance.**

*Measures:*

*-Distribute by annually*

*- # of participants in the survey*

*- # of participants that repeat and have a new HRA status*

*- # of identified at-risk individuals in campus health programs*

*-Positive Behavioral change documented by Fall 2008 by repeat HRA administration (Target: to be determined)*

**3. Strategy: Solicit ongoing feedback from participants and stakeholders related to desired outcomes and progress of LiveWell initiative.**

*Measure:*

*-Health coach participation and outcomes by Fall 2008 (Target: 30% of eligible population participates)*

*-Reports by participants of changes in productivity*

**B. Goal: Maintain high satisfaction by University departments and other constituencies**

**1. Strategy: Assess customer satisfaction annually within each unit for targeted services through an appropriate method, e.g., survey, focus group, charter committee, advisory group, etc.**

*Measures:*

- Percent of responses that meet or exceed expectations*
- Percent of improvements implemented based on feedback*

**C. Goal: Provide services to University colleges as well as other units that enable sound finances and organizational stability**

**1. Strategy: Promote strategic partnerships with UI units as appropriate**

*Measures:*

- Number of partnerships formed*
- Savings as a result of partnerships*
- Expand partnerships with continuing education and external vendors to support lifelong learning and transfer of new knowledge across state.*

**2. Strategy: Provide and maintain service levels that satisfy customer needs while staying competitive with outside market pressures**

*Measures:*

- Customer surveys conducted annually*
- Strategic partner meetings held quarterly*
- Annually perform rate & service comparison with appropriate outside entities*
- Recruit leadership necessary to facilitate defining and maintaining appropriate facilities service levels*

**3. Strategy: Implement multi-year strategic alliances with suppliers to leverage University-wide or Regents-wide volume**

*Measures:*

- Number of strategic alliances formed*
- Savings generated as a result of these alliances*
- Percentage of spending directed to strategic alliance (Completed Wave I of the State of Iowa Strategic Sourcing Project) s*
- Results of collaboration with Department of Administrative Services and the Regents on strategic sourcing initiative*
- Percentage of spending directed to Regents contracts (The percentage of spending on joint regent contracts is around \$168,000,000 or (39% of our total spending. This increased from FY05 by 3%)*
- Annual Comprehensive Purchasing report to Board Office*
- Quarterly Targeted Small Business expenditures report (The Annual Purchasing Report and Quarterly Targeted Small Business Reports have been completed.*

**4. Strategy:** Provide visitor's parking capacity on the east campus by managing employee and student demand for parking in public parking structures through the use of the graduated parking rate, screening and enforcement, and additional off-site commuter parking opportunities. (Continuous measurement of available capacity within the IMU and North Campus Parking Ramps indicates that the additional capacity gained by the implementation of the graduated rate on 8/4/2003 is still available. Recent and near term planned rate increases all include increases for the graduated rate. (detail available) Data indicates that at no time have both ramps filled up simultaneously since the implementation of graduated rate)

*Measures:*

- *# of total commuter parking assignments (faculty, staff, student)*  
*# of total faculty, staff, student parking assignments (reserved, commuter, storage) –*  
*(measured 11/1)*

<i>FY 2007</i>	<i>5,069/12,212</i>	<i>41.5%</i>
<i>FY 2006</i>	<i>5,009/12,179</i>	<i>41.1%</i>
<i>FY 2005</i>	<i>5,069/12,574</i>	<i>40.3%</i>
<i>FY 1997</i>	<i>4,068/10,080</i>	<i>40.4%</i>

*-Monitor parking capacity at the IMU and North Ramp on days of significant events including Orientation, Regents Meetings, Career Day, targeted IMU conferences and other significant special events. (Parking actively manages access to the IMU Ramp on days of known events including Regents Meetings and other targeted IMU events. Regents are routinely accommodated. Orientation parking is usually accommodated off-site at Hancher).*

*-Track availability of key parking metered lots serving major public venues. (Ongoing)*

*-Track changes to parking system over five year period to demonstrate this commitment*

*-Monitor strategies such as graduated rates to ensure optimal availability of visitor parking. (Results of graduated rate are shown in report on IMU and NCR Ramps)*

**5. Strategy:** Protect revenue streams with business interruption insurance

**D. Goal:** **Engage competitive and high quality contractors and agents**

**1. Strategy:** Design, implement and monitor processes that assure due diligence in selection processes and ongoing monitoring and accountability for contractor and agent performance

*Measures:*

- Report annually on savings from competition and negotiation
- Annual Comprehensive Purchasing report to Board Office (FY06 savings tracked by UI Purchasing was \$1.5 Million. Board of Regents Annual Purchasing report has been completed)
- Percent of responses that meet or exceed expectations from vendor and purchasing agent survey.
- Vendors providing time and materials services or professional services are now required to submit detailed invoices specifying the hourly rate, the individual performing the work, date of service as well as the type of work performed in order for their invoices to be paid

**2. Strategy: Evaluate health plan administration contracts and feasibility of other third party administrators/networks**

*Measures:*

- Renew or replace current contract
- Overall, benefit system administrative rates per covered life and per contract

**3. Strategy: Require contractor safety programs, OSHA training.**

**E. Goal: Provide timely, responsive information and service to the Board of Regents**

**1. Strategy: Review all Board of Regents information requests within 1 business day of receipt and refer to appropriate unit for response.**

*Measures:*

- Meet Board office submission deadline
- Consult with Board office if request is unclear, if the information is unavailable or if other circumstances require deadline extension

**2. Strategy: Review Board of Regents' "work plan" and all Regents Committee "work plans."**

*Measures:*

- Maintain internal, FO document listing work plan items for full Board and Committee meetings by meeting date; update following each Board meeting
- Meet all Board office submission deadlines for routine governance reports per the Regents' work plan

**3. Strategy: Review all Board of Regents meeting minutes and minutes of all Regents Committee meetings.**

**Priority IV: PROCESS IMPROVEMENT**

**A. Goal: Lead and participate in Regent-wide administrative transformation processes, engaging in studies and making positive changes.**

**1. Strategy: Meet interinstitutional objectives cited for risk management, internal audit and fleet management programs**

*Measures:*

- Establish shared reporting standards for each of the three Regents Fleet Departments by providing ISU with modified UI reports on a quarterly basis (Began reporting efforts and continued them up until the time consolidation for fleet services ended. The ISU Fleet Services Manager (who was for a while the Director of Regents fleet services) has resigned. The UI fleet Services manager is participating in the search for a new ISU Fleet Services Manager)*
- Pursue new fleet contracts for the purchase of parts, supplies and services that take advantage of the combined purchasing power of the three University regents institutions (Current statewide fleet contracts support the purchase of vehicles, fuel and Enterprise Rental Vehicle services. Contracts for body work, lubricants, window glass, tires and parts are all local (Ames, Cedar Falls & Iowa City) due to the unavailability of any statewide vendors willing to participate).*  
**(see also I.D.g)**

**2. Strategy: Work cooperatively with the Regent universities and State government to improve business practices**

*Measures:*

- Report meetings and collaborations on an annual basis*
- Savings and/or improvements made as a result of this cooperation (Two state-wide agreements were implemented. The office supply contract was awarded to Office Max and has resulted in an overall University savings of 6% or 150,000. The Office Supply total contract spend is around \$2.7 Million. A contract for the acquisition of copiers was awarded to Koch Brothers, Ikon, Imagistics and Laser Resources. The copier contract is too recent to determine the yearly savings. The estimated spend is around \$80,000)*
- Percentage of joint regents and state contracts (The percentage of spend on joint regent, state and CICPC contracts is approximately \$173,117,300 or 41% of our total spend. This increased from FY05 by 4%)*
- Quarterly meetings with the Regents institutions and State agency purchasing staff (Meetings with the Regent institutions and State agency staff were held as needed)*
- Representatives from Parking & Transportation to meet quarterly with counterparts from ISU and UNI to discuss best practices and opportunities (Representatives have met periodically, but the systems are significantly different leaving few opportunities for coordination. We do share ideas, particularly during the rate approval process).*
- Representatives from Utilities and Design and Construction to meet semi-annually with counterparts from ISU and UNI to discuss best practices and opportunities*

**B. Goal: Improve capital planning process and develop an updated campus master plan in response to the institutional strategic plan and the long-term vision for campus**

**1. Strategy: Develop general assignment classrooms with habitability and comfort, electrical service to support teaching with multimedia technologies, and remote management of multimedia equipment (computers and video/data projects)**

*Measure: -100% of general assignment classrooms properly technology equipped*

**C. Goal: Improve service and productivity through application of technology and appropriate management principles and techniques**

**1. Strategy: Establish and maintain a broad-based consulting group to assist colleges and departments as needed in improving processes through organizational effectiveness utilizing work redesign, corporate partnerships, and lean methodology**

*Measures:*

*-Number of colleges/departments assisted annually=target six (6) lean events per semester*

*-Processes improved and savings realized*

*- Number of FTE within consulting group*

**2. Strategy: Unit reviews are conducted on a regular schedule and in a timely manner**

*Measures:*

*-Number of unit review recommendations that lead to process improvements*

*-Greater than 90% compliance with unit review timelines*

*-Percent of one year follow-up reports accomplished*

**3. Strategy: Development of electronic application process for graduate students, student employees, post doctorates, and faculty positions**

*Measures:*

*-Electronic application for at least one new employee group implemented by Fall, 2007*

*-Reduces time to hire new employees by college/division*

**4. Strategy: Development of a new web-based benefits orientation for faculty and P&S staff**

*Measures:*

*-New program implemented by July, 2007*

*-New employees will not need to attend in person benefits orientation program*

**5. Strategy: Implement inventory and purchasing systems for UIHC**

*Measures:*

*-Project implementation on time and within budget (Project is scheduled to be completed September, 2007)*

*-Number of automated enhancements added*

**6. Strategy: Implement additional e-procurement and ProTrav functionality (Purchase orders and invoices electronic process will be implemented in 2007)**

*Measures:*

*-Percentage of purchase orders, invoices and payments sent electronically (Number of checks cut decreased by 6%. The total dollar of checks issued decreased by 6%. The number of ACH vendors signed up for ACH payments increased by 226%. The payments made via ACH increased by 104% in FY 06)*

*-Percentage of items purchased using reverse auction*

*-Number of attachments sent electronically through workflow versus manual (Approximately 50% of the required documentation is now scanned at the department and attached to the transaction electronically)*

**7. Strategy: Conduct major external reviews as required by Federal government, NCAA and other external organizations**

*Measures:*

*-Federal compliance reviewed by State Auditor according to A-21 and A-133 requirements*

*-Federal review of F&A rates performed by DHHS every three years*

*-NCAA Self Study and Certification conducted every ten years*

**D. Goal: Develop a comprehensive campus energy plan that guides institutional actions toward sustainable energy management and savings. (see also II.D.1)**

**1. Strategies: Refine energy conservation awareness campaign.  
Evaluate, plan and deploy energy conservation technology.**

*Measures:*

*-Progress on base-line building audits*

- Communicate Energy Conservation and Management Strategic Plan in FY 2007
- Annually measure and report progress on increasing renewable energy by 15% by 2013
- Development of sustained funding mechanism for energy conservation improvements in FY 2006
- Progress toward 100% of light-duty vehicles procured by 2010
- Annually measure and report progress on reducing energy consumption per square foot by 10% by 2013

**E. Goal:      Develop, implement and maintain best practices to support the strategic plan of the University**

**1. Strategy:**      **Participate in professional organizations to provide opportunities to stay current regarding best practices and developing trends within higher education and business**

*Measures:*

- Number of senior staff attending local, regional and national meetings, conferences and seminars

**2. Strategy:**      **Hire knowledgeable staff and acquire the necessary tools to provide efficient services**

*Measures:*

- Complete implementation of software systems that enable best practices to be utilized
- Number of functional enhancements made possible as a result of new hires and/or systems improvements

**F. Goal:      Work cooperatively with local, regional and governmental entities to consider opportunities for improved productivity and quality**

**1. Strategy:**      **Strengthen relationships with the Public Safety Departments of Iowa State University and the University of Northern Iowa as well as other federal law enforcement agencies (local, state and federal) and pursue collaborative training, working and response opportunities. (Collaborations are established and ongoing: DPS Directors meetings, 28E Mutual Aid, Crime Net, Iowa Police Executive Forum, Area Terrorism Task Force, Joint Terrorism Task Force, Safe Guard Iowa Partnership, Johnson County Drug Task Force, Johnson County Metro Bomb Squad, Johnson County Chiefs meetings: includes all JC law enforcement agencies and County Attorney, County Investigators. We continue to share police officers, information and other resources with our counterparts at ISU and UNI)**

**2. Strategy:**      **Strengthen relationships with Iowa governmental Purchasing entities and pursue collaborative training and contract opportunities.**

*Measures:*

- Annual purchasing meeting with other purchasing professionals (The 2006 annual State of Iowa Purchasing meeting was held at ISU. The attendees are purchasing professionals from state, local, city, county and Regent Institutions)*
- Percentage of purchasing arrangements represented by joint contracts and cooperative agreements*

**3. Strategy: Participate in local, state and national forums and committees as warranted**

*Measures:*

- Fall of 2005 employ JCCOG (the Johnson County Council of Governments) to conduct an inventory of the ways in which employees commute to work each day (The UI Travel to Work Inventory was completed in the spring of 2006 with assistance from JCCOG staff. The Director of UI Parking and Transportation is a member of JCCOG and is currently Vice Chair of the organization).*