

The University of Georgia

**Senior Vice President
for Finance and Administration**

**Strategic Plan
2002-2009**

Last Updated March 31, 2009

STRATEGIC PLAN

Senior Vice President for Finance and Administration

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Introduction

As an integral part of the University of Georgia, operations that report to the senior vice president for finance and administration must develop clear goals and specific actions that contribute to the achievement of the University's goals and objectives. In 2000, the senior vice president for finance and administration and the associate vice presidents who direct operations began a new planning process to develop a strategic plan for the division. The group outlined three principles that guided development of the strategic plan for the Office of the Senior Vice President for Finance and Administration (SVPFA): (1) provide goals for the office as a whole, its departments and the employees of those departments; (2) identify changes within the division that are necessary to reach these goals; and (3) include the division's administrators, staff and other members of the University community in the process. As a result, this document illustrates a snapshot of a strategic plan that continually evolves and changes as the organization and the University change. Refinements to the plan occur regularly as the roadmap of the University's route to progress changes. However, just as there are many routes to the same destination, it is the responsibility of operations within Finance and Administration to find the most economical, efficient and safest route to our destination.

Vision Statement

Finance and Administration will set the standard for integrity, teamwork and excellence in the delivery of the business and administrative support services that are essential for the University of Georgia to become one of the foremost public research universities in the world, the institution of choice for the best students and the employer of choice for the best faculty and staff.

Mission Statement

Finance and Administration provides the best possible customer service and support to the students, faculty and staff of the University of Georgia by ensuring that the business and administrative support services of the University function ethically, efficiently and effectively. This is accomplished through clear and concise operating policies and procedures, good communication practices, enhanced use of technology, and exceptional stewardship of the University's financial, human and physical resources.

Beliefs and Core Values

Integrity—Personal and Professional

Employees of Finance and Administration are committed to maintaining the highest degree of ethical and legal standards and serve as the model for the University in the management of its fiscal resources. We emphasize honesty, reliability, cooperation, collaboration, open communication and participative decision-making. We are committed to productive and conscientious performance of our responsibilities.

Mutual Respect and Fairness

Employees of Finance and Administration accept and value the differences of individuals and treat everyone with fairness and respect. The diverse needs of the University community and its external contacts are always addressed courteously and compassionately.

Excellence and Innovation

Employees of Finance and Administration provide superior quality service. We constantly seek opportunities to implement innovative services and processes to exceed customer expectations and make the best use of University resources. We understand creating an environment of excellence and innovation requires a commitment to the ongoing development of the technical and leadership skills of all Finance and Administration employees.

Demonstrating these characteristics throughout their personal and professional activities, Finance and Administration employees represent the best of what makes the University of Georgia a superior higher education institution.

Organizationally, the roles and responsibilities of units within Finance and Administration comprise eight primary themes that support the University's strategic plan: (1) Resource Optimization, (2) Physical Environment, (3) Organizational Performance, (4) Diversity in the Workforce, (5) Public Service and Outreach, (6) Operational Practices, (7) Student Services and (8) Making UGA a Great Place to Work.

This organization makes significant strides daily toward the accomplishment of small objectives that collectively comprise each goal. Thus, specific action steps that have been accomplished, altered significantly or abandoned are listed in the appendix of this report.

Thematic Goals

Resource Optimization

Goal 1: Improve the institutional method of resource allocation to support growth in research activities, quantifying needs and ranking priorities.

Action Step(s):

- Develop a research budget that identifies in detail the institutional resources dedicated to support research activities.
- Refine the indirect cost recovery procedures to provide appropriate fiscal support to the institution, to adequately reward the researcher and to create incentives for research productivity.
- Incorporate appropriate security measures to protect the University's research activities and investment.

Goal 2: Develop a resource allocation method that supports faculty efforts and administrative processes.

Action Step(s):

- Complete and update regularly the Indirect Cost Study and link it to the method of allocating resources.
- Establish budget processes according to specific, measurable performance criteria.
- Identify and define priority-ranking processes.

Goal 3: Utilize University resources efficiently and effectively.

Action Step(s):

- Develop standard processes to manage recurring problems with consistency and include them in future planning strategies.
- Expand fiscal year carry-over processes whenever possible and refine existing internal carry-over processes.
- Eliminate end-of-year spending binge patterns.
- Explore optimal business arrangements such as lease vs. purchase alternatives and outsourcing opportunities when specific conditions make it practical and sensible for the University to do so.

Goal 4: Evaluate facilities management functions across campus to utilize scarce resources more efficiently.

Action Step(s):

- Assume responsibility for space inventory and utilization recording and reporting.
- Review consolidation of Physical Plant functions on campus.
- Develop standard operational practices for buildings that protect occupants and activities from potential terrorist threats.

Physical Environment

Goal 1: Develop a sound analytical process to support space and facilities planning decisions.

Action Step(s):

- Collaborate with Institutional Research to improve space inventory, space utilization, space planning guidelines, and space management support capabilities as a facilities planning foundation.
- Strengthen response capabilities to issues that arise regarding space allocations and potential space reallocations.
- Regularly assess current space needs and the impact of projected growth strategies on existing and future facilities.
- Implement a study of how all campus space is currently used to determine if greater efficiency can occur and what space can be reallocated for major program initiatives.
- Develop a clear, written agreement with department heads, deans and faculty regarding the fiscal obligations assumed when new faculty recruitment or contract grant awards require new space. Additional charges beyond the agreement must be fiscally supported by the respective dean.

Goal 2: Protect University people and property.

Action Steps:

- Develop policies and procedures that control access to sensitive, vulnerable facilities and areas of the campus.
- Implement an emergency operations plan to ensure the safety of employees and protect laboratories and facilities from potential terrorist attacks.
- Establish University-wide policy on access control for new construction and renovated facilities.
- Complete vulnerability assessment of University facilities.

Goal 3: Improve and enhance vehicle and pedestrian circulation across and through campus.

Action Step(s):

- Refine, implement, and communicate the institution's approved transportation plan.
- Examine vehicle alternatives.
- Evaluate with the State Department of Transportation the feasibility of rail-line access and rights-of-way for campus transportation use once the railroad company decides to abandon the rail tracks.
- Continue moving vehicular traffic to campus perimeter.
- Implement as a pilot program the remote parking plan.

- Install bike paths near and throughout campus.
- Examine alternate fuel use for vehicles through the Vehicle Transportation and Maintenance (VTM) Department's pilot program.

Goal 4: Maintain integrity and continuous application of the campus master plan and its direct ties with the University's Strategic Plan.

Action Step(s):

- Enhance the campus master plan from a building block plan to legitimate building sites with thorough site analyses.
- Keep master plan current, visible, and under implementation.
- Apply the University's Strategic Plan and Campus Master Plan as a reference guide in all major decisions about campus growth.
- Increase greenspace throughout campus.
- Enhance walkways across hilly terrain.
- Design service access to buildings away from primary entrances.
- Maintain open forum for discussion and acquire input from diverse groups.
- Advertise plans in advance through all media sources.
- Close interior streets and walkways to vehicular traffic.
- Reduce water consumption throughout campus.

Goal 5: Continue making existing buildings environmentally friendly and build environmentally friendly features into plans for new structures as budgets permit.

Actions Step(s):

- Continue the "green-building" analysis.
- Utilize current technologies to create environmental advantages.
- Apply Leadership in Energy and Environmental Design (LEED) guidelines to all new construction and major building renovations and, where fiscally appropriate, seek certification status on selected facilities.

Goal 6: Operate campus facilities more efficiently, creating savings on utilities expenses.

Action Step(s):

- Continue installation of utility loops (chilled water, steam, hot water, etc.) that reduce the total cost of heating, air conditioning, and electrical services by linking building systems. Linking building systems eliminates the need for individual boilers and chiller units and relies on a distribution system as the campus master plan recommends.
- Assess benefits and consequences to implement the Satellite Campus Utility Buildings (SCUB) system of utilities distribution and phase out dependence on central plant concept.
- Analyze all University power utilities and fuel support systems with the goal to produce the most cost-effective systems.

- Create a routine maintenance program for facilities that will upgrade all buildings to modern standards of operations and will reduce the backlog of deferred maintenance throughout campus.
- Examine the feasibility of construction of a cogeneration plant as an energy source.

Organizational Performance

Goal 1: Establish clear and effective lines of communication between the University System Board of Regents and Finance and Administration staff to eliminate perceived response problems from both offices.

Action Step(s):

- Meet regularly with staff from the Board of Regents to share problems and concerns.
- Establish a calendar of dates when deadlines and reporting requirements occur and agree on appropriate response turnaround intervals.
- Acknowledge any communication from the Board of Regents within 24 hours of message receipt.

Goal 2: Maintain and (if compliance does not exist) achieve compliance with national health and safety standards.

Action Step(s):

- Establish a chemical tracking and management system that places responsibility for compliance on the research team.
- Create efficient and effective committee structures composed of research faculty who enforce compliance regulations on their colleagues.
- Establish emergency response procedures that emphasize safe laboratory practices and rapid response to laboratory accidents.
- Continue to offer and promote training programs for University personnel (faculty, technicians, staff, students, etc.) to learn how to conduct safe practices in laboratories and offices and how to recognize and manage exposure to various levels of potentially harmful chemicals.
- Establish an emergency management system under EPA protocol.
- Adopt the Environmental Protection Agency's "green-building" guidelines.
- Reduce the number of workers' compensation claims in a given year.
- Maintain all regulatory operating permits in compliance.

Goal 3: Strengthen and enhance the proactive, customer-friendly, service-oriented mode of conducting business.

Action Step(s):

- Continue to foster a "here's what we can do" positive attitude.
- Develop telephone etiquette practices with personal identifications.
- Periodically evaluate customer (i.e., students, faculty, staff, administrators, state government officials, and private sector executives) satisfaction and attitudes about Finance and Administration offices.
- Continue to improve the process of responding to customer concerns in a timely manner.

- Develop processes to evaluate operational performance and success in all operations.

Goal 4: Educate the University and Athens area community about daily operations of units within Finance and Administration.

Action Step(s):

- Meet regularly with UGA business managers, human resources representatives and staff council groups.
- Explain operations in a positive tone that emphasizes service and our contribution to University functions.
- Utilize media outlets on- and off-campus to explain situations that occur and help their understanding of issues.
- Inform the University community about the value and importance of operating within appropriate state and University business guidelines.
- Present program topics to civic organizations that inform the local community and the state about University operations.
- Respond immediately to external customers with timely, accurate information or service.
- Solve problems for people and avoid creating problems or making existing ones more complex.

Goal 5: Develop simple, flexible policies and procedures while maintaining sound business practices.

Action Step(s):

- Use computer technology and the Internet to its fullest useful capacity to communicate policies and procedures.
- Revise and simplify existing administrative policies and procedures to streamline approvals and minimize channels of approval authority.
- Disseminate information in a timely, proactive mode.
- Work with staff from the University System of Georgia to update Board of Regents policies.

Goal 6: Develop a protocol of emergency response and communication to prepare for potential local, state, or national crises.

Action Step(s):

- Create a secure, reliable information delivery method that will inform University faculty, staff, and students of potential behavioral or environmental threats that may affect their safety.
- Identify and publicize chain of command authority in a time of crisis.
- Establish a central access control monitoring station.
- Coordinate with campus, local, state, and federal authorities the use of resources in the event of an emergency situation.
- Promote the establishment of a central event scheduling and calendaring office on campus.

- Increase awareness of the campus community to carefully observe unusual events and happenings on campus and to report suspicious activities.
- Distribute preparedness information to the campus community and instruct them in the appropriate reporting procedures. Emphasize and promote the positive effects of persons who notice and report unusual circumstances happening on campus.

Goal 7: Exert leadership in fiscal research and analyses that explain financial applications and implications.

Action Step(s):

- Clearly articulate expenses incurred at research institutions that non-research institutions do not incur.
- Compose a detailed explanation of expenses covered by tuition.
- Disseminate information regarding tuition expense justification and a rationale for tuition increases in a timely manner through all media sources.

Diversity in the Workforce

Goal 1: Increase the number of minority employees in managerial and senior staff level positions.

Action Step(s):

- Identify current minority employees who could assume higher responsibilities within Finance and Administration.
- Develop training programs that provide the essential skills to employees for management advancement.
- Recruit new employees from the University's colleges to remain in Athens and work for the University.

Goal 2: Establish a budget to fund recruitment incentives for minorities.

Action Step(s):

- Seek assistance from current minority employees to identify other minorities who qualify for available positions.

Public Service and Outreach

Goal 1: Identify outside funding sources for internal operation expenses.

Action Step(s):

- Seek opportunities for extramural funding of internal operations whenever possible.
- Develop an entrepreneurial philosophy of operations so that each function optimizes its potential to generate revenue without compromising service and commitments as a state agency.

Goal 2: Strengthen alliances and cooperative agreements that will enhance the relationship and service capabilities of UGA to the local community and the State of Georgia.

Action Step(s):

- Establish permanent working relationships with groups such as SEEDS, MACORTS, GRTA, Athens-Clarke County Government, BikeAthens, etc. and collaborate on appropriate projects on and away from campus.
- Collaborate with county and state officials to reduce water consumption on campus and in the surrounding area.
- Establish agreements with private enterprises such as Follett, Chick-Fil-A, Dell, Hewlett-Packard, and other companies to provide efficient services and generate revenue.
- Promote and encourage employee volunteerism through the variety of community agencies.

Operational Practices

Goal 1: Review and regularly assess employee classification and compensation policies to achieve competitiveness.

Action Step(s):

- Complete the classification/compensation study already underway, consisting of a review of the University's current positions. When complete, positions will be more appropriately classified and competitively compensated—factors essential to the University's ability to attract and retain good employees.
- Work with other University System of Georgia institutions to revise the current system classification structure and guidelines.

Goal 2: Enhance and upgrade employee benefits and services.

Action Step(s):

- Modify the current employee benefits package to offer greater flexibility and more options to employees through a menu of services and benefits from which employees can select according to their personal lifestyle.
- Implement "family-friendly" policies and procedures that promote flexible work schedules, job-partnering, and adjustable summer work schedules.
- Provide better access to child care services and elder care assistance.
- Implement a continuous education program to inform employees about their benefits and routine changes in the various benefits and services policies.
- Work with the state legislature and the Board of Regents to shorten the vesting period for Teachers Retirement System and to review retirement eligibility provisions.

Goal 3: Whenever possible, begin a transition from paper records storage to electronic records processing, archival, and retrieval systems within Finance and Administration.

Action Step(s):

- Continue implementation of an electronic payroll processing system and an electronic leave system that virtually eliminates the use of paper in the two processes.
- Collaborate with the chief information officer (CIO) to promote and coordinate changes to information systems.
- Transfer all forms processing to Internet Web-based access, retrieval and storage systems within three years.
- Within three years, reduce Finance and Administration's reliance on storage space for records retention by 30 percent.

Goal 4: Review, modernize, and streamline Finance and Administration processes and systems.

Action Step(s):

- Utilize technology to upgrade and streamline existing Finance and Administration processes and systems.
- Examine existing processes for relevance and value contribution.

Goal 5: Recruit, retain and promote qualified, culturally diverse employees for vacant positions in Finance and Administration.

Action Step(s):

- Recruit minority students to move into University positions following graduation.
- Identify and nurture minority employees who have potential to advance through the ranks to higher positions within Finance and Administration.

Student Services

Goal 1: Create a one-stop shopping center for administrative services to students.

Action Step(s):

- Modify and enhance student billing systems so that students can pay all expenses either online or in one location on campus.
- Consolidate customer service operations (registration, tuition payment and special class fees, parking fees, housing expenses, food plans, etc.) either online or in one location on campus.

Goal 2: Increase convenience services and the convenience of paying for these services on campus to students.

Action Step(s):

- Increase the breadth and depth of services offered to students on campus as the proportion of students living on campus grows.

Goal 3: Involve students in current operations, using internships and student work programs to supplement the workforce.

Action Step(s):

- Recruit students from schools such as business, education, and journalism schools to work part-time in appropriate offices.

Make UGA “A Great Place to Work”

Goal 1: Continue to provide opportunities for University employees to upgrade their skills and knowledge.

Action Step(s):

- Continue to encourage employees to enroll in classes offered through Human Resource’s Office of Training and Development.
- Continue to collaborate with Athens Technical College to offer regular, tailored training programs for skilled trades employees and specialized workers.
- Continue to encourage employees, who need such, to attend basic literacy classes offered on the UGA campus.
- Encourage employees capable of and desiring advanced training to pursue further education.
- Adopt a flexible work schedule so that employees can attend training sessions and educational classes.
- Expand instruction topics (example: Spanish classes for supervisors and employees) through Training and Development.

Goal 2: Empower Finance and Administration employees to make decisions.

Action Steps:

- Place decision-making authority at the lowest appropriate administrative level of the organization.
- Seek continuous improvement (via training) in all aspects of management and daily operations.

Goal 3: Improve services and educational opportunities for all University employees.

Action Step(s):

- Collaborate with the Board of Regents to offer safety classes (e.g., Right to Know seminars, etc.) and other informative topics via distance education facilities for branch locations of the University and for other system institutions.
- Expand instructional offerings through Training and Development.

Goal 4: Improve the physical environment for University employees.

Action Step(s):

- When funds are available, renovate and modernize interior spaces where employees work.
- Consider eventual relocation of appropriate units to new or renovated facilities on the campus perimeter.

Goal 5: Recognize and reward employees on a regular schedule for longevity and effective performance.

Accomplished.

APPENDIX

Action Steps Fully Implemented

Resource Optimization

Goal 1: *Improve the institutional method of resource allocation to support growth in research activities, quantifying needs and ranking priorities.*

- UGA has aligned tuition assessed to students in professional programs with that of peer programs, greatly enhancing the financial support of the programs.
- A major step has been made toward refining indirect cost recovery procedures in order to provide appropriate fiscal support to the institution, adequately reward the researcher and create incentives for research productivity; however, the process is ongoing.
- A Building Access and Security Control program has been put in place by the Physical Plant. Proximity readers for access were installed in sensitive research facilities and are now (2005) being expanded to other areas. Their installation greatly enhances the protection of people and property.

Goal 2: *Develop a resource allocation method that supports faculty efforts and administrative processes.*

- In July 2008, a report with more than 40 recommendations for improving research administration was finalized and is now (2009) in process of being implemented by Contracts and Grants and the Office of Sponsored Programs.
- New facilities and administrative recovery rates were negotiated with the Department of Health and Human Services in 2008, resulting in higher indirect cost returns.
- A Facilities and Administrative Cost Recovery Committee demonstrated that institutional support of research goes well beyond the facilities and administrative costs that are covered by Sponsored activities.
- Clearly identified program performance measures are now part of the budget planning documents that are prepared annually. These measures may change to some degree annually according to the specific areas of emphasis in the budget process.
- A method of identifying and ranking budget priorities has been established and implemented.

Goal 3: *Utilize University resources efficiently and effectively.*

- HR expanded its use of FOCUS^{UGA}, a campus-wide process improvement methodology in 2008. Several FOCUS^{UGA} teams have projects underway.

- In 2007, a number of administrative processes were streamlined, improved or eliminated in Human Resources. Many repetitive transactional processes were automated or eliminated.
- In 2006, prepared two agency contracts for procurement of wireless network controllers and network security appliances, achieving cost savings for UGA and for other University System schools, as well.
- Implemented a computer-aided facilities management software package in 2006, Facility Focus, which will greatly improve management capabilities.
- The Controller's Office moved student account credit card processing to a third-party vendor in 2005. This change saved the University more than \$600,000 in card fees annually and provided students with greater security for their transactions.
- In 2007, the Controller's Office received a Best Practices Award from the Southern Association of College and University Business Officers (SACUBO) for its electronic check request system, which is now used by virtually every UGA business officer.
- In 2007, University departments were able to encumber current year funds for authorized travel during the first quarter of the next fiscal year.
- Established an internal executive search team in 2006, resulting in cost savings and candidate quality improvement in senior-level searches.
- In 2004, student account online credit card processing was moved to the GTA payment engine for processing and housing of data, thereby reducing UGA's security risk.
- Supported passage of Senate Bill 73 in 2003 which allows revenues from technology fees, continuing education fees and indirect cost recovery to carry over from one fiscal year to the next.
- Privatized the Bookstore operations in 2003 to Follett Higher Education Group, Inc.
- In 2004, Parking Services contracted with the State Department of Motor Vehicles to identify scofflaws on campus in order to eliminate the large percentage of uncollected parking violations each year (approximately 45,000).
- Unified efforts related to security preparedness in order to increase efficiency and reduce redundancy. Emergency operations were reassigned to the Office of Security and Emergency Preparedness in 2005, further clarifying the office's mission and better preparing the University to respond to large-scale natural or man-made disasters.

Goal 4: Evaluate facilities management functions across campus to utilize scarce resources more efficiently.

- In 2004, refined the scope of the existing Space Allocation Advisory Committee and connected it more closely with the Office of Institutional Effectiveness in order to better coordinate all facilities planning with institutional priorities.
- In 2004, consolidated space management and facilities planning functions in the Office of Real Estate and Space Management.

- In 2003, agriculture maintenance program moved to Physical Plant shops at Chicopee and both units carry mutual responsibility for agricultural facilities in Athens and across the state.
- Established in 2002 the campus emergency response team (ERT) that defined protocols for campus operations during varying levels of emergencies, including red alert status.

Physical Environment

Goal 1: Develop a sound analytical process to support space and facilities planning decisions.

- Assigned responsibility of space management and utilization to the Director of Real Estate and Space Management in 2004.
- In 2005 and 2006, worked to establish a physical master plan and funding plan for the expansion of academic programs at UGA's Griffin campus.
- In 2004, segregated MRR and space allocation decisions from the existing Space Allocation Advisory Committee. A smaller committee, composed of professionals from the facilities and academic areas, was established to review space allocation issues. The new committee is closely aligned with the Office of Institutional Effectiveness in an effort to better link strategic planning with the physical master plan and space allocation process.
- In 2004, the Office of Real Estate and Space Management developed a graphical representation of upcoming department and facilities renovations on the campus, referred to as "Dominos." The Dominos plan will be updated regularly.
- Finance and Administration coordinated a new administrative policy to govern the naming of functional buildings on campus to ensure that facilities are listed consistently and correctly on all campus maps and publications.

Goal 2: Protect University people and property.

- Secured grant funding to install a security camera system in Sanford Stadium in 2008. The system will be tested at G-Day in 2009 and will be ready for full service in fall 2009.
- No violations were cited during a three-day unannounced inspection of activities related to the University's radioactive materials program license in 2008.
- Fire Safety significantly increased the safety of on-campus Greek housing in 2008, by ensuring that all houses were completely sprinklered, had new fire alarm systems and that construction upgrades were done.
- A Building Access and Security Control program has been put in place by the Physical Plant. Proximity readers for access were installed in sensitive research facilities and are being expanded to other areas. Their installation greatly enhances the protection of people and property.

- Moved some computer systems into membership on a centralized framework to improve compliance and security (2006).
- In 2006, worked with the Office of Information Security to develop University procedures for hard drive removal and disposal.
- The Radiation Safety department was relocated to a laboratory in Riverbend North in 2005, putting the department in closer proximity to the research community and improving the response time of radiation safety personnel.
- UGA's emergency operations plan has been implemented and tested, and a process has been established to update the plan regularly.
- Enhancements to pedestrian crosswalks at congested areas such as Baldwin Street and Jackson Street have improved safety throughout campus.
- Information regarding terroristic threats disseminated online as well as through Training and Development Center classes.
- A process for retrofitting buildings with access control as budget permits has been established by UGA's Access Control and Security Steering Committee.

Goal 3: Improve and enhance vehicle and pedestrian circulation across and through campus.

- The University's transportation plan is continually updated for improvements, such as the addition of bike paths near and throughout campus. In 2008, the Office of University Architects developed a Bicycle Master Plan for the campus.
- Increasing greenspace throughout campus and constructing parking decks have steadily moved vehicular traffic to the perimeter of the campus.
- Installation of some bike paths throughout campus has helped improve traffic circulation, but more work is needed in this area.
- Some alternate fuel vehicles are currently used by Physical Plant, and Campus Transit diesel vehicles piloted the use of biofuel in 2007-08.
- In 2008, Campus Transit extended its bus service to 24 hours Monday morning – Saturday morning to facilitate extended hours in campus dining and study centers.

Goal 4: Maintain integrity and continuous application of the campus master plan and its direct ties with the University's Strategic Plan.

- In 2007-2008, campus water use was cut dramatically (by more than 25%) in response to the "Every Drop Counts!" campaign. UGA was in the midst of an historic drought, and state and local reductions in water use were mandated. Conservation measures to achieve further savings continue.
- In 2004, the Office of University Architects presented a five-year review of the physical master plan to the University Cabinet. The review demonstrates that what was estimated to take a decade to accomplish has been achieved in five years.

- A full-color booklet on the Master Plan was prepared in 2005 and updated for 2007; it is shared with prospective donors and other constituencies.
- The existing SAAC Committee was split apart from the MRR Committee in 2004 in an effort to enable the independent bodies to focus on these discrete areas and establish a closer tie between the University's strategic plan and physical master plan.
- The completion of phases of the D.W. Brooks Mall infrastructure upgrade reinforced the sound principles of the master plan and increased greenspace on South Campus, enhancing the integrity of the entire campus master plan.
- Physical Plant completed a comprehensive assessment of the campus domestic water system and identified potential opportunities to reduce water consumption and sanitary sewage output.
- Completed new buildings such as the Coverdell Center for Biomedical and Health Sciences, Animal Health Research Center, the Student Learning Center and the Complex Carbohydrate Research Center and completed major renovations at Myers Hall, Candler Hall, Building C in Family Housing and at several athletic facilities.
- Constructed through the UGA Real Estate Foundation, Inc. the first on-campus residence halls since the 1960s. The East Campus Village, which opened in 2003, houses 1,200 students and is complemented by the East Village Commons.
- Parking moved to the campus perimeter through construction of the Carlton Street Parking Deck (2001), the East Campus Village Parking Deck (2002), the Hull Street Parking Deck (2004) and the expansion of the South Campus Parking Deck (2004).

Goal 5: Continue making existing buildings environmentally friendly and build environmentally friendly features into plans for new structures as budgets permit.

- In 2008, Athens-Clarke County awarded UGA with its Stormwater Steward Award for the innovative landscaping plan at the new Lamar Dodd School of Art on East Campus.
- The art school, dedicated in 2008, features several sustainable features such as a green roof, heat wheel and extensive daylighting.
- A 75,000-gallon cistern was installed to service the new Tate Student Center addition in 2008.
- UGA was honored with a SACUBO Best Practices Award in 2007 for its building energy audit program, a collaboration between the Physical Plant and Faculty of Engineering.
- The Physical Plant introduced "Green Clean" in 2006, utilizing only cleaning products with natural environmentally-safe ingredients in some buildings. By the end of 2008, 71 buildings were encompassed, and the custodial staff earned the Cleaning Industry Management Standard (CIMS) certification for their efforts on North Campus.

- LEED guidelines were applied to the new CCRC Building, the Miller Learning Center, and other major facilities. The University has consciously decided that budget limitations prevent the application for full LEED certification standards.
- Physical Plant and the Office of University Architects, in collaboration with the Institute of Ecology, assisted in the installation of an experimental green roof over a portion of the Boyd Graduate Studies Building. This concept should reduce storm water runoff and reduce roof temperatures that will ease the cooling demand on the building.
- Physical Plant constructed a “rain garden” biofiltration system to demonstrate proper management of stormwater runoff at the Chicopee parking lot. The system absorbs the first inch of rainfall runoff, keeping pollutants out of the waterways. This new approach to stormwater management also was utilized in the Lumpkin Street infrastructure upgrade in cooperation with Athens-Clarke County.
- Physical Plant and University Architects Office have joined forces to restore Tanyard Creek, the highly degraded stream that runs through campus.

Goal 6: Operate campus facilities more efficiently, creating savings on utilities expenses.

- The Physical Plant continues to aggressively manage utility expenditures in order to offset excessive cost increases. In 2008, a contract with Georgia Power for fixed pricing in the summer saved UGA \$545,000.
- In 2006, restructured Physical Plant’s utilities department as the Energy Services Department to consolidate energy management/conservation; established the Energy Engineer position to coordinate efforts.
- In 2006, began participation on the campus-wide Energy Executive Committee, formed to oversee ongoing conservation efforts.
- Movement toward the SCUB system of utilities distribution was assessed and abandoned.
- Installed “chiller-check” software to enhance energy conservation in chilled water loops.
- Initiated a facilities condition assessment (FCA) on the Athens campus and satellite campuses to catalog deficiencies and rank priorities.
- The Major Repair and Renovation process now includes several standing categories of projects – roofing, classroom renovation, etc. – which are recommended in accordance to the FCA priorities.
- Completed an economic feasibility study of constructing a cogeneration facility.
- Conducted an analysis of central steam plant operation in relation to the feasibility of a cogeneration facility.
- Implemented efficiency and air quality improvements to the existing central steam plant operation.

Organizational Performance

Goal 1: Establish clear and effective lines of communication between the University System Board of Regents and Finance and Administration staff to eliminate perceived response problems from both offices.

- Established regular meetings with USG office staff.
- Established a staff position as liaison to the Board of Regents office: the director of Real Estate and Space Management was designated as the liaison. The director's prior experience in the Board of Regents' office made him the natural choice for this role.

Goal 2: Maintain and (if compliance does not exist) achieve compliance with national health and safety standards.

- Foster outreach programs to remote locations of the University. Environmental Safety has assigned a professional staff member to service the "outlying" laboratories of the University of Georgia – e.g., Tifton, Skidaway, etc. The staff member trains employees on safety procedures and coordinates proper disposal of hazardous materials from the labs.
- Chematix™, an online system that tracks chemicals from their delivery to campus to their disposal, is now used by the entire campus (2008), with other components—such as laboratory inspections—now being added. The system, developed by UGA, has been purchased by other universities.
- Committee structure enforces compliance regulations.
- Office of University Architects and the Physical Plant were instrumental in the installation of an experimental "green roof" over a portion of the Boyd Graduate Studies Building.
- Regulatory operating permits are all current and compliant.

Goal 3: Strengthen and enhance the proactive, customer-friendly, service-oriented mode of conducting business.

- In 2008, Parking Services received the Governor's Award and Chancellor's Award for customer service, for its innovative plan to switch the traffic flow in the North Campus Deck and improve safety and exit times of customers.
- Senior Vice President Tim Burgess was named as UGA's customer service "champion" in 2006.
- Managed UGA's customer service project in 2006 – booknow[®], by which students bought their textbooks online at the same time as registration.
- UGA Food Services consistently earns high marks as one of the nation's top university food services operations.
- UGA Food Services was honored in 2007 with a Governor's Commendation for Customer Service for its introduction of 24-hour dining on campus, and the Food Services director was honored for leadership excellence.

- Collaborated with the Office of Institutional Effectiveness in the performance review of administrative support units.
- The Physical Plant instituted several zone maintenance centers in 2005 in order to improve service and response time to users in the various precincts of campus.

Goal 4: Educate the University and Athens area community about daily operations of units within Finance and Administration.

- Implemented and, in 2008, expanded membership in the Business Affairs Advisory Forum, a large group of campus business officers that meets for briefings from the senior administration three times a year.
- The Finance and Administration Web site is constantly updated to include more information about the functions of F&A and more user-friendly means of assistance.
- In 2006, initiated an electronic newsletter, *The Business Affairs Advisor*, published three times a year, to inform the campus business community of policies and procedures.
- Assisted the University's senior administration in numerous presentations on the budget and other pressing needs for internal and external audiences.
- In 2004, Atlanta media positively reviewed the fire safety program for Greek housing, particularly in comparison to programs at other schools in the University System.
- The senior vice president has spoken to many civic organizations about the work performed at the University.
- Regular meetings with Athens-Clarke County elected and appointed officials occur.

Goal 5: Develop simple, flexible policies and procedures while maintaining sound business practices.

- Many operational functions, including payroll and accounts payable, have been adapted to current technological applications and are Web-based, when appropriate.
- Curtailed petty cash usage in 2006, advocating other more efficient and secure processes for purchasing with University departments.
- In 2004, the Payroll Department created Web pages to provide the campus with guidance for processing payments to non-resident aliens.
- In 2004, formed a Finance and Administration Information Technology Infrastructure Committee to review practices and identify efficiencies.

Goal 6: Develop a protocol of emergency response and communication to prepare for potential local, state or national crises.

- Participation in an emergency mass notification system, UGAAlert, was mandated for all faculty, staff and students in 2008.

- Building Safety and Security Representatives (BSSRs) were designated for 90% of the occupied buildings on campus and their training initiated in 2008.
- Also, in 2008, a campus-wide training plan for NIMS was developed, and training was offered to 300 personnel, including senior administrators.
- The University's Emergency Action Plan is updated regularly, and UGA's emergency responders maintain close ties with local, state and federal response agencies.
- Completed the first phases of the Board of Regents and Office of Homeland Security/Georgia Emergency Management Agency Disaster-Resistant University Project in 2006.
- Developed a comprehensive Pandemic Influenza Response Plan in 2006.
- Identified emergency shelters for people and animals on campus.
- Developed a memorandum of understanding with Athens-Clarke County regarding responses involving hazardous materials.
- Established a UGA venue for the Strategic National Stockpile (formerly known as the National Pharmaceutical Stockpile).
- Developed red alert scenarios that outline actions for the University to take in the event of a national red alert.
- In 2004, the Environmental Safety Division and the Police Department received grant funding to upgrade response capabilities in HazMat situations and bomb threats.
- In 2005, the University Police Department received an \$81,000 equipment grant from the Georgia Emergency Management Agency (GEMA) for an upgrade to its Explosive Ordnance Disposal (EOD) Robot and other equipment. In addition, \$50,000 was reallocated from GEMA to create an emergency plan for Sanford Stadium.

Goal 7: Exert leadership in fiscal research and analyses that explain financial applications and implications.

- The Budget Office has consistently assisted UGA's internal staff in differentiating the costs of operating UGA from those of other institutions and has empowered the senior administration to articulate these needs to state leaders and private partners in order to receive greater financial support.
- The Budget Office has utilized hold accounts and unallocated fringe benefits to increase the amount of recurring revenue reserved for one-time application. This fund will be applied to obligations that cannot be covered by tuition revenue in future years.
- The Controller's Office provides campus-wide training on the University's disclosure statement on federal cost accounting standards (DS-2).

Diversity in the Workforce

Goal 1: Increase the number of minority employees in managerial and senior staff level positions.

- In 2004, the Diversity Committee, composed of broad representation from across Finance and Administration, was charged with developing recommendations to improve minority representation and opportunity.
- In 2005, the Finance and Administration senior staff implemented several new programs based on the Diversity Committee's recommendations. In keeping with the Strategic Goals, females and minorities are particularly encouraged to apply for all programs. These programs are constantly evolving.
 - F&A Fellows – whereby 2-3 employees with high potential for growth are identified and complete two 3-month rotations to learn more about the division and increase their knowledge and skills.
 - Various Leadership Training Series – Offered to those on the front line of customer service, to those in managerial positions, and to those who aspire to become managers in the future.
 - “New to F&A” orientation day.
- In 2008, the first two graduates of the Physical Plant's apprenticeship program earned certification from the U.S. Department of Labor. This program addresses the need for succession planning in skilled trades areas.

Public Service and Outreach

Goal 1: Identify outside funding sources for internal operation expenses.

- Collaborated with a private company to develop a cell tower policy that generates revenue from companies who want to place cell device antennae on or near campus.
- In 2004 and 2005, the Environmental Safety Division and the Police Department received grant funding to upgrade response capabilities in HazMat situations and bomb threats.

Goal 2: Strengthen alliances and cooperative agreements that will enhance the relationship and service capabilities of UGA to the local community and the State of Georgia.

- In 2008, the Controller's Office organized UGA's first Minority and Small Business Expo. The expo brought together more than 200 vendors and 100 purchasers.
- The Budget Office and Office of the Senior Vice President coordinate the University's Campaign for Charities program, which collects donations for various service organizations across the state. In 2008, nearly \$440,000 was raised from campus donors.

- The Physical Plant, Budget Division and Food Services join with the Athletic Association to provide volunteers, equipment and food for the local United Way's annual Day of Caring.
- In 2007, Human Resources worked with OneAthens (formerly Partners for a Prosperous Athens—the local anti-poverty initiative—to develop a number of K-12 “school to career” programs in the local community. In 2008, HR worked to develop a career academy—a charter high school—in the local community and placed more than 100 middle and high school students in internships across campus.
- For more than a decade (1996-), Food Services has been the area's largest donor of surplus prepared food to the Full Plate project.
- Finance and Administration is a major sponsor of L.E.A.D. Athens, the local community's primary civic leadership development program.
- Participate in the “Adopt-a-School” program, in which staff members talk with middle schoolers about career opportunities and education.
- Outsourced the Bookstore operations to Follett, Inc.
- Collaborated with Chik-Fil-A to open a food service area in the Bulldog Room of the Tate Student Center.
- Developed an MOU with Athens-Clarke County for emergency response to hazardous materials management.
- In 2007, Finance and Administration collaborated closely with Athens-Clarke County on measures to reduce water use.
- ESD regularly offers HazMat training programs for external agencies.
- UGA's Police Department serves as the bomb response team for Northeast Georgia.
- Collaborated with various environmental groups to develop a restoration plan for Tanyard Creek that runs through the campus.
- Collaborated with BikeAthens to develop bike paths through campus and along adjacent city streets.

Operational Practices

Goal 1: Review and regularly assess employee classification and compensation policies to achieve competitiveness.

- Collaborated with University System of Georgia officials to revise the classification system for the entire system. This comprehensive project was completed on the UGA campus in 2005, with position titles and descriptions refined for approximately 6,000 staff positions.

Goal 2: Enhance and upgrade employee benefits and services.

- In 2008, Human Resources outsourced the administration of several employee benefits programs (Flexible Spending Accounts and Life Insurance), improving efficiency and expanding services.
- Human Resources organized the Financial Management Education Center for employees in 2008.

- In 2006, Human Resources established the Office of Spousal and Partner Employee Assistance to help trailing spouses secure employment.
- In 2004, implemented the shared leave program which enables employees to donate accrued annual or sick leave to colleagues experiencing serious or life-threatening illnesses and injuries.
- Placed 72 percent of the 40 UGA employees who sought Human Resources' assistance following a workforce reduction in 2004.
- Alternate Work Week program implemented at Environmental Safety, allowing staff to adjust their schedules to allow more time with families.
- Online open enrollment for medical spending and dependent care accounts established in Fall 2004. Also, employees may now check their leave online.

Goal 3: Whenever possible, begin a transition from paper records storage to electronic records processing, archival, and retrieval systems within Finance and Administration.

- Determined which paper records must be retained for what duration and processed paper copies through document imaging devices to convert into electronic formats.
- Converted existing budget form processes and personnel forms processes to an electronic Web-based environment.
- Numerous improvements in the above areas have been made, including:
 - In 2008, the Controller's Office fully implemented the E-Ticket application, eliminating the need for paper "ticket" forms for intra-university payments and charges.
 - Major enhancements to the WebDFS accounting system included the integration of budget amendment and personnel pending documents, browsing of available balance and listing of overdrafted accounts, creation of user-friendly account status reports and creation of a detailed listing of fringe benefits (2008).
 - In 2006, a new online system was established to assist hiring committees with more efficient review and evaluation of candidates.
 - The Controller's Office implemented the Electronic Check Request system in 2005.
 - Electronic imaging of all active student files was accomplished in 2005.
 - The University's job application/posting system was converted from a paper-based system to a Web-based, paperless system in 2005.
 - In collaboration with EITS, the Budget staff also created a process to electronically update the Payroll/Personnel database with information from electronically approved personnel documents.
 - Electronic imaging of all active student files was accomplished in 2005.
 - The Payroll and Bursar's divisions purchased imaging systems for store and receive capability. In 2004, monthly accounting status reports were delivered electronically.

- *HR News*, the primary means of human resource communication with faculty and staff, was placed online in 2004.
- Open enrollment in flexible medical and dependent care accounts was made available online in 2004.
- Developed Web-based cashiering system.
- Developed electronic direct deposit receipt.

Goal 4: Review, modernize, and streamline Finance and Administration processes and systems.

- In 2008, an online exam was developed for P-Card users to verify their knowledge of rules for use of the purchasing tool.
- In 2004, a Finance and Administration Information Technology Infrastructure Committee was formed to review practices and identify efficiencies.
- The Bursar's Office completed the conversion of all credit card processing hardware to machines that truncate the number printed on the receipt in 2004, two years before required by state law. In addition, the office coordinated with the Office of Information Security and the internal auditor to review campus credit card procedures and train employees on proper procedure and handling requirements.
- Expenditure Control is entering payment information directly into accounting system screens.
- Finance and Administration *Annual Management Report* has been placed online.
- An online course catalog has replaced paper Training and Development class notices and reminders.
- The Office of University Architects' GIS Project has dramatically improved the quality of maps at UGA and has expanded their accessibility to campus constituents.
- Human Resources collaborated with the state Employees' Retirement System (ERS) and UGA departmental representatives to streamline the refund certification process for temporary employees requesting refunds from the Georgia Defined Contribution Plan.

Goal 5: Recruit, retain and promote qualified, culturally diverse employees for vacant positions in Finance and Administration.

- In 2004, the Senior Vice President charged a Diversity Committee, with broad representation from all Finance and Administration divisions, to develop recommendations to improve minority representation and opportunity.
- In 2005, a new Staff Development Program was launched on the basis of the Diversity Committee's recommendations. In accordance with the Strategic Plan, minorities and women are particularly encouraged to participate in all facets of the program. These programs have positively impacted the retention and promotion of minorities.

- In 2006, the Physical Plant initiated a new certified apprentice program, the first in the local area. In 2008, the first participants graduated from the program and were certified by the U.S. Department of Labor.

Student Services

Goal 1: Create a one-stop shopping center for administrative services to students.

- Developed and implemented a student accounts system that applies charges against a student's account for financial aid payments against tuition, parking fees, housing and meal plan payments, etc. This goal has been accomplished but is subject to constant enhancement and improvement.
- Electronic bank debit as an online payment option and direct deposit of refunds and financial aid was offered to students in 2006.
- The student account system was expanded, adding health insurance fees for international students, housing pre-payments, and course laboratory fees.
- Graduate assistants may now have tuition and fees deducted from four payroll checks rather than two.
- Insurance premiums for graduate assistants are payroll-deducted.
- Parking permit and citation charges were added to student accounts in 2004.

Goal 2: Increase convenience services and the convenience of paying for these services on campus to students.

- In 2006, students were able to purchase their textbooks online at the same time they registered for classes.
- In 2006, a private vendor began making automated phone calls to students to remind them of balances due and upcoming payment deadlines.
- In 2005, implementation of the TouchNet system enabled students to pay their tuition and fees online using their bank account and receive financial aid and student account refunds as a direct deposit. It also allowed parents and guardians to access student accounts.
- Improve the ease of payment for students by implementing the UGACard system for student services such as laundry facilities, vending machines, and retail sales and services. Auxiliary Card Services began operation of the "Bulldog Bucks" debit card system for students in 2004. More than 18,000 accounts were registered at the end of the program's first year. New services are added annually.

Goal 3: Involve students in current operations, using internships and student work programs to supplement the workforce.

- In 2008, Human Resources placed more than 100 secondary students in internships at the University as part of a community-wide initiative to improve education levels and job readiness, thus combating poverty.
- Human Resources offered six externships to students in 2004.

Make UGA “A Great Place to Work”

Goal 1: Continue to provide opportunities for University employees to upgrade their skills and knowledge.

- New employees have been invited to participate in an orientation program, New to F&A Day, since 2006.
- The division-wide Staff Development Programs coordinated by the Office of the Senior Vice President provide new opportunities for employees to enhance their skills and knowledge.
- Human Resources has expanded its integration of distance-learning techniques to improve access to affordable programming for more employees, particularly those on UGA’s extended campuses.
- Physical Plant’s certified apprentice program (introduced in 2006), offered in conjunction with Athens Technical College, the U.S. Department of Labor and the Georgia Department of Labor, provides valuable skills training to selected participants. In 2008, the first two participants graduated from the program, with several more in the queue.
- Training on new electronic processes is regularly offered by the Budget Office to campus employees.
- Alternate Work Week program implemented at Environmental Safety.
- Participation in Training and Development’s various leadership programs is steadily increasing.
- Improved computer access for employees in the Physical Plant shops.
- Provided computer training and implemented basic computer literacy classes for Physical Plant employees.
- Implemented real-time access to GIS-CAD applications and established a position for upward mobility to CAD operator in Physical Plant.
- Established upward mobility position for personal computer troubleshooting and staff computer support.

Goal 2: Empower Finance and Administration employees to make decisions.

- In 2008, approximately 40 aspiring managers were selected to participate in a training course to develop basic business skills. Based on the success of the pilot, the program was introduced campus-wide in fall 2008.
- Through the new Staff Development Program, 60 Finance and Administration employees were selected for special training in an expanded Managerial Leadership or Front Line Leadership course.

Goal 3: Improve services and educational opportunities for all University employees.

- Computer literacy courses are being provided by Training and Development to help employees access the growing number of services (payroll, benefits, etc.) being transferred to the Web. (2008)
- GED classes are offered at the Physical Plant.
- In 2007, Fire Safety made 400 life safety code inspections and offered more than 400 hours of fire safety training to members of the University community, including specialized programs for University Housing and the University Police Department.
- At the request of the Board of Regents, Human Resources staff provided CPR and first aid training to 36 BOR employees from the Atlanta and Oconee County offices.

Goal 4: Improve the physical environment for University employees.

- MRR funds are now reserved for several major program areas, including classroom, auditoria, restroom and teaching lab upgrades.
- Several new facilities have enhanced the campus learning and working environment for students and faculty alike.
- The addition of greenspace across campus has provided much needed communal space for the University community.

Goal 5: Recognize and reward employees on a regular schedule for longevity and effective performance.

- Established a task force—the Recognition Committee—to formulate details of an employee recognition plan within Finance and Administration. In 2004, the group searched out models of employee recognition plans at other institutions.
- In 2005, the senior administrative team of Finance and Administration adopted a plan for recognition of years of service.
- In 2006, funds were earmarked to establish a program of employee recognition. More than 1,000 Finance and Administration employees received awards for their loyal service at an inaugural ceremony.
- In 2006, upon the retirement of Senior Vice President Hank Huckaby, an endowed fund in his honor was created. This fund will provide a permanent source of supplemental funding for the annual recognition program.
- In 2007, merit awards were added to the presentation at the annual recognition event. An ice cream social was offered in the afternoon for all Finance and Administration employees.
- In 2008, nearly 300 employees were honored.