

The Division is responsible for enforcement and interpretation of many extensive and diverse Federal, State, University System and UND laws, codes, policies and guidelines. Staff in Grants and Contracts, Accounting, Human Resources, Payroll, Accounting, Safety, University Police and other departments often act as interpreters of these complex laws and regulations. As the largest staff employer on campus, the Finance and Operations Division values its employees and boasts 6,314 years of service from its 573 staff employees. (That's an average of over 11 years of service per employee.) The Division supported President Kupchella's effort to raise salaries by increasing Division employees' salaries by 4.04% in July 2001 and 4.44% in July 2002.

The Division departments work in partnership to support the recruitment and retention goals of the University and have also been very involved with the most recent partnership initiatives including the Garden Hilton Inn, the Ralph Engelstad Arena and the UND Barnes and Noble Bookstore.

This report is a composite of the annual reports prepared by each department reporting to the Vice President for Finance and Operations. The excerpts included in this report represent the highlights for fiscal year 2002 for each of the departments and relate to the VPFO Strategic Plan. Complete departmental reports are available from the individual department or the VPFO's office.

Connect North Dakota Project

The Connect North Dakota (ConnectND) project has had a significant impact on the Division. The following press release, which explains the staffing impact, was distributed by VP Gallager in May, 2002:

“Connect North Dakota,” a comprehensive financial, human and student resource management software system that will integrate North Dakota's universities and government into a seamless administrative network was launched by Governor Hoeven May 1. The project implementation team will consist of personnel from throughout the University System and state government who have been selected on the basis of their expertise and professional support of their peers. The project is anticipated to take two to three years to complete.

In order to develop and implement the new system, some UND staff will be temporarily reassigned to the project. This includes a number of Finance and Operations staff, who will be reassigned for a two- to three-year period. Module leads will provide leadership for module implementation and make final decisions at the module level. They will be released from the majority of their regular campus duties. Subject-matter-experts will provide knowledge of specific functional areas or processes and provide input on implementation. Theirs will be approximately a 35% time commitment.

Module leads and their areas are:

Pam Hurdelbrink, Controller	General Ledger
David Schmidt, Director of Grants and Contracts	Grants & Contracts
Linda Romuld, Director of Purchasing	Purchasing
Wanda Sporbert, Bursar	Student Finance
Pat Hanson, Director of Payroll/ Risk Management	
Module co-lead (approximately 45%) and her area is:	Payroll

Heide Strande, Payroll, FlexComp

Subject- matter-experts and their areas are:
 Allison Peyton, Accounts Payable Manager
 Desi Sporbert, Assistant Director of Personnel
 Lisa Heher, Cash & Investments Manager

Flexible Spending Accounts
 Accounts Payable
 Human Resources
 General Ledger

With Pam Hurdelbrink, Controller, on loan to the project and 3 managers from her area at the highest level of commitment to the project, it is critical to provide access to administrative support for the staff who will be managing the day to day operations of their departments. This will be addressed with an organizational realignment in effect during the implementation; effective May 20, 2002, Peggy Lucke, Associate Vice President for Finance and Operations, will be designated as Acting Controller with responsibility for Accounting Services, Bursar's Office, Purchasing, and to a more limited extent, Grants & Contracts. Hurdelbrink's campus time will be committed to financial statement preparation and serving as a resource to Grants & Contracts.

Effective May 20, 2002, the following individuals will serve as lead staff in their areas in their director's absence:

		Telephone:	Fax:
Grants & Contracts	Sally Horner	777-4152	777-2504
Purchasing	Gerald Clancy	777-2132	777-2125
Bursar's Office	Loretta Prather	777-3092	777-2696
Payroll	Judy Grinde	777-4227	777-4721

In addition, risk management duties and responsibilities have been shifted from the Payroll Office to the Safety and Environmental Health Office. This will affect insurance claims pertaining to the State Fire and Tornado Fund, State Risk Management Fund, Inland Marine coverage, and other such insurance programs. Jason Uhlir, Director of Safety & Environmental Health, will assume UND's Risk Manager duties, and the Safety and Environmental Health Office will be the contact point for all insurance related issues. They can be contacted at (phone)777-3341 or (fax)777-4132. Benefit-related insurance issues such as the flex-comp program will remain with Payroll.

A successful project implementation requires support and commitment from the campuses. We are pleased our staff are recognized for their expertise and that they will have significant input into the project as it develops. We look forward to your support and patience through this transition period.'

Organization:

The Division of Finance and Operations, under the direction of the Vice President for Finance and Operations, is the administrative and operational unit of the University, providing leadership and expertise for the delivery of quality services essential to the mission of the University. The division, with approximately 565 full time and 980 part time and student employees and an annual budget of approximately \$54 million, is comprised of the following units: Office of Associate Vice President; University Service Centers including the Assistant Vice President, Duplicating Services, Mailing Services, Printing Center, and the University Bookstore; Auxiliary Services including Chester Fritz Auditorium, Environmental Training Institute, Police, Traffic, Transportation, the Ray Richards Golf Course and Vending Services; Controller including Accounting Services, Business Office, Grants and Contracts Administration, and Purchasing and Central Receiving; Facilities; Payroll Office; Office of Human Resources; Residence Services including Housing, Dining Services, University Children's

Center, Campus Passport/ID; Radiation and Chemical Safety; Safety and Environmental Health; and Telecommunications.

Mission of the Unit:

The Division of Finance and Operations is the administrative and operational unit of the University of North Dakota. The Division provides leadership and expertise for delivering quality services essential to the mission of the University. The Division of Finance and Operations is a valued partner with the University community and its constituents in ensuring the ongoing growth and continued success of the University.

State of the Unit:

The values and principles itemized below were developed by Vice President Gallagher and his “Direct Reports” during several meetings where a free exchange of opinions and ideas resulted in this comprehensive list. The values and principles for each department within the VPFO Division are available in the individual department annual reports.

Values/Principles for the Division of the Vice President for Finance and Operations:

- Valuing all employees through empowerment, development and recognition;
- Fostering relationships based on understanding through open, honest and ongoing communication;
- Committing to continuous improvement through teamwork, collaboration and cooperation;
- Providing a valued service to our customers in a courteous and responsive manner;
- Optimizing the use of resources through responsible stewardship;
- Promoting a safe, healthy and stimulating environment;
- Encouraging innovation and an entrepreneurial spirit; and,
- Providing learning and growth opportunities for a diverse and dynamic student population.

The “State” of each unit within the Division of Finance and Operations is recapped in the following paragraphs. Complete information is available in each department’s annual report.

Auxiliary Services - Auxiliary Services, with Jim Uhlir as Director, is made up of a variety of departments which provide services and support to the campus and community including Chester Fritz Auditorium, Environmental Training Institute, University Police, Ray Richards Golf Course, Traffic, Transportation, and Vending Services.

Chester Fritz Auditorium - Wallace Bloom, Manager

The Chester Fritz Auditorium enhances the life of the University and region by sponsoring shows, hosting regional events and supporting local productions. A major accomplishment was ending the year in a positive financial status. The main reasons for this are: 1. The large number of ticketed rental shows, 13, and non-ticketed rental shows, 24; 2. Providing technical (backstage) crew for concerts and shows at the Ralph Engelstad Arena; and 3. Providing tickets sales for events held at the Empire Arts Center. In addition, The Fritz presented one Broadway theatre show and two family shows. An open door of communication has been set

up between the Chester Fritz and the University Program Council (UPC) to pursue student programming.

Environmental Training Institute (ETI) - Linda Rohde, Director

Environmental Training Institute (ETI) provides initial and refresher training courses as required by OSHA, EPA, Federal and State regulations. The ETI has grown steadily over the years, taking a leadership role in the region served, and currently offers over 30 health and safety training courses within the midwest. Since September 2000, funding through an OSHA Susan Harwood Training Grant has allowed ETI to expand its offerings and outreach. ETI serves about 1000 clients per year and an additional 375 are served through the Susan Harwood Training Grant.

ETI staff members traveled 17,653 miles in 2001/02 to meet the target market. The targeted area within OSHA Regions 5 and 8 includes North Dakota, South Dakota, Minnesota, Montana, Wyoming, and Utah. ETI is one of five Minnesota-approved trainers for lead and one of eleven approved in the state for asbestos training. ETI is approved in Minnesota for all of its lead courses, which it makes available throughout the year.

ETI is the only asbestos trainer working in the northwest area of Minnesota.

University Police - Duane Czapiewski, Chief of Police

The mission of the University Police is to protect and enhance the quality of life for all who live, work or visit the University of North Dakota and the Grand Forks community.

The University Police department continues to meet the mandatory training requirements for police officers established by the North Dakota Peace Officer Standard and Training (P.O.S.T.) Board. Additionally, officers receive specialized training ranging from pressure point control tactics to racial and ethnic sensitivity.

Staff coordinated security for six days of events at Ralph Engelstad Arena (REA), which included the utilization of state and local law enforcement, military personnel, private security and federal law enforcement.

After the events of 9-11, the Police Department staff attended educational sessions regarding beliefs and customs of those identified as attacking the U.S.

The Police Department continued to comply with the Campus Security Act by complying with the Uniform Crime Reporting System and notifying and developing official University policy and procedures in conjunction with various campus departments.

Ray Richards Golf Course - Wallace Bloom, Manager

The Ray Richards Golf Course enhances the educational process at the University by providing a quality recreational outlet and promoting Life Long Wellness for students, staff and faculty.

The rounds of golf at Ray Richards were down by 20% from previous years although there were still approximately 20,000 rounds played. Ray Richards did somewhat better than the region due to its proximity to UND. The Alerus Center may also help the Ray Richards as conventions increase and a hotel is built. The Hilton Garden Inn will also benefit the Ray Richards with its close proximity. Lincoln Park Golf Course will be closed next summer and this should bring increased traffic to Ray Richards. The long term effect of Lincoln Park Golf Course opening up in 2004 as a 9 hole course will be evaluated in the next year. The opening

of King's Walk Golf Course has not, in our opinion, negatively affected Ray Richards. King's Walk is more expensive and more challenging and does not attract the same golfer who plays Ray Richards.

The UND golf classes were full with 184 students enrolled. The UND golf teams and cross country teams use Ray Richards for practice and training.

Traffic - Sherry Kapella, Coordinator

The mission of the Traffic office is to facilitate the movement of people and vehicles throughout campus in the safest possible manner. For several days at the beginning of each semester, meters are covered, employees are posted in key locations, and ticketing is averted whenever possible. This provides assistance and presents a welcoming image to parents, new students, new faculty and staff.

The process of appealing a parking ticket was streamlined during this year.

Construction began on a new visitor's lot in the center of campus adjacent to the Carnegie Building.

Transportation - Mary Metcalf, Manager

The Transportation Department is responsible for managing and coordinating all vehicle services on campus. All vehicles are leased from the North Dakota State Fleet on a per mile or per hour meter reading. In fiscal year 2002 the University generated 2,018,168 miles and 15,277 hour charges at a cost of \$1,107,442.59. The department works closely with Student Government to provide the most efficient and safe shuttle transportation possible. With this in mind, the SAFE Shuttle was implemented in January to operate late night hours during the school year. The SAFE Shuttle transports students to and from their on-campus housing to study areas on campus until 3:00 am each morning.

With the growth of the University, the daytime campus shuttle routes were adjusted to include new stops at Barnes & Noble, Tabula Coffee House, and the Chester Fritz Library.

Large passenger vans (vans over 10 passenger) have become a major safety issue, not only in our state, but all over the United States. Transportation is currently working with the North Dakota State Fleet to implement a training program for all large van operators for next fiscal year.

UND has three green and white motor coaches in its fleet which boast "University of North Dakota" on the exterior. These coaches are primarily used by UND's athletic teams and travel across the US.

Vending Services - Wallace Bloom, Manager

Vending Services provides the laundry facilities in the residence halls and campus apartment buildings, and monitors the contracts for all vending services at UND. There are a total of 180 soft drink machines on campus. This includes 88 Pepsi machines and 92 Coke machines. The soft drink contract became a shared contract in January of 2001. The result of this change is the commission has grown from \$103,206 in FY 00 (the last non-shared year) to \$119,927 in FY 01 (a half year of shared sales) to \$145,386 this past year, a complete year of shared sales. There were vending machines in 84 of the buildings on campus. Vending Services took a leading role in technology with the introduction of the vending debit card system. The number of buildings on campus with this technology is currently at nine with the goal to extend this service across campus.

The financial picture for the year was very positive. Both commissions and laundry sales showed a significant increase. Expenses were somewhat higher than the previous year but still came in under budget.

Controller - As the primary financial branch of the Division, the Controller areas, including Accounting Services, Business Office, Grants and Contracts, and Purchasing, provide financial and business support and services to the entire campus. As Controller, Pam Hurdelbrink manages these areas.

Accounting Services - Lisa Heher and Allison Peyton, Managers

The primary function of Accounting Services is to account for the resources received and the resources used by the University.

Since 1997, the workload of the Accounting Services staff has been increasing significantly due to the steadily increasing student enrollment and the number of sponsored programs (grants/contracts). During fiscal year 2002, Accounting Services paid 22,643 vendors for a total of \$192,772,377. Accounting Services processed approximately 81,000 payments. During fiscal year 2002, the dollar threshold for equipment changed from \$750 to \$5,000. This change required that 19,074 items, totaling \$33,965,034, were removed from the equipment inventory. Total ending equipment inventory for fiscal year 2002 was \$82,713,121, which included 3,340 items.

Business Office - Wanda Sporbert, Bursar

One of the major functions of the Business Office is to serve as the bank for UND. With the exception of a few departments, all funds received by UND are deposited through the tellers at the Business Office. In FY 02, the tellers processed 114,759 receipts for a total of \$103,919,231 in deposits. Increased student enrollment has had a large impact on the transactions handled by this office.

The Business Office also serves as the collection agent for UND accounts receivable. All accounts receivable statements generated from the A/R system are managed by the Business Office. During FY 02, there was an average of 7,116 statements sent each month. Collection dunning letters are also sent monthly on accounts over 60 days past due. On an average, 946 letters were sent monthly during FY 02.

The Business Office also disburses all student financial aid which requires knowledge of federal, state and institutional regulations and policies regarding disbursement. There were 1,252 short term loans granted in FY 02 which was a 20% increase over the previous year. The Academic Management Services payment plan had 394 students initially enrolled in it with 337 completing their contracts. There were 3,488 Perkins loans awarded. In FY 02, 660 employees submitted tuition waivers which are processed through the tuition/fee billing system.

Other changes have been made institutionally that have also increased the work load in the Business Office. At the beginning of FY02, the Business Office began processing the correspondence registrations through the tuition/fee billing system. This program had 2,272 enrollments in FY 02. Continuing Education distance education program enrollments were also processed through the tuition/fee billing system. These enrollments usually require manual adjustments and close monitoring of the student's accounts. In FY 02, there were 2,015 enrollments in this program.

Grants and Contracts - David Schmidt, Manager

Grants & Contracts Administration is involved in both pre-award and post-award functions of sponsored project administration. Sponsored project funding increased by \$9.5 million in FY 2002 over the prior fiscal year. This represents a 21% increase in just one fiscal year. UND received a total of \$54,669,775 in awards and had expenditures totaling \$56,478,063. Statistics show more proposals are being submitted each year, and the complexity of projects has noticeably increased. Agencies have expressed a desire to fund collaborative proposals, not only utilizing several UND departments, but in collaboration with several institutions.

The University of North Dakota has shown its commitment to sponsored projects by conducting a national search for a Vice President for Research. Grants & Contracts Administration may be reassigned to report directly to this new Vice President. If that move occurs, however, the function of the office will remain the same: to provide support and service to UND researchers and sponsors in an efficient and effective manner.

Purchasing - Linda Romuld, Director

Activities for 2002 included competitive pricing that involved 155 bids and 151 quotes. The majority of the quotes were for printing and promotional items, while most of the bids addressed equipment, service and repairs. A Request for Information (RFI) was issued addressing rental space in the Memorial Union. Request for Proposals (RFP) were received for the disposal of hazardous waste at the old hockey arena, document imaging for the Admissions Office, and snack and beverage vending for Vending Services.

Facilities - The mission of Facilities is to establish and maintain a physical environment at the University which is conducive to working and learning. Facilities employs over 250 staff employees, another 50 part-time staff, and approximately 80 student employees. Larry Zitzow is the Director. Since the 1997 flood, Facilities has worked toward a sense of "normalcy" in its workload, and, during this year, most of the flood repairs projects were completed. Major projects, such as the steamline replacement, were completed and several new projects were started that focus on future goals of the campus rather than on repair of damage. Some of the new projects underway include the renovation of the Memorial Union and construction of parking lots near the Carnegie Building and Memorial Stadium. The department experienced slight set backs at the beginning of the fiscal year, when the campus endured major damage due to storms in July and August, which the department refers to as the "Rain Storm" and the "Wind Storm". These challenges were dealt with in an efficient and effective manner by the dedicated staff, and the campus quickly recovered.

Toward the end of FY 2002, great strides were being made in defining the level of service that the department is expected to provide to the campus. Once a final decision is made regarding the level of service, a determination of proper staffing levels will be made. Proper staffing level is a delicate balance as the workload of the department fluctuates greatly, however, these variations are being handled in a variety of creative ways such as hiring outside contractors, utilizing part-time/student help, scheduling projects, etc. New custodial staffing levels for the academic buildings was proposed and approved by the President's Cabinet early in FY 2003 and is implemented. It is the goal of the

department to have the general maintenance level of service determined and implemented by the end of FY03.

Human Resources - The primary mission of the Office of Human Resources is to recruit, retain, and develop a qualified work force which supports the mission of the University of North Dakota. Diane Nelson is the Director.

The most significant accomplishments for Human Resources in FY02 were: The addition of UND Barnes and Noble Bookstore gift certificates to recognize years of service at UND by our staff employees; the development and implementation of an applicant tracking system; the refinement of the HR Access database; the stability and development of the HR office staff; the changed format of the Sunday Grand Forks Herald advertisement; and the added job line for external vacancies which is updated every day (777-6200).

Payroll - The mission of the Payroll Office is to provide accurate and timely processing of compensation for work performed, ensuring that all benefits are correctly deducted and reported, and to administer fringe benefits for University employees. The Payroll Director is Pat Hanson.

On the average, the Payroll office pays 4,657 employees each pay period. The UND average payroll each pay period is \$4.8M. Approximately 17,100 Notice of Appointments were processed in FY02. On the average, 2,000 time slips are input each pay period, of which 1,300 are entered electronically. Seventy-five percent of UND employees are on direct deposit for payroll. 39,894 leave slips were processed in FY02. 8,174 W-2's were issued in January 2002. Two hundred ninety-two manual checks were issued in FY02 and 135 checks were voided. Approximately 780 employment verifications were completed by the Payroll Office this fiscal year. During the April 30, 2002 pay period, UND employees tax-sheltered \$242,000. Fifty-four percent (1,354 employees) of eligible employees participated in Flexcomp during 2001. Employees tax-sheltered \$1.9 million through Flexcomp and only lost .37% through forfeiture. Payroll staff will be involved in the Connect ND project for the next two years.

Residence Services - Residence Services is responsible for the delivery of services including Campus Passport/ID, Children's Center, Dining Services, Housing, and Operations Division Network Alliance (ODNA) to a diverse, and primarily, student population. Judy Sargent is the Director of Residence Services. Residence Services has long been clear in its priorities and purpose –to provide quality services to its diverse customers, to provide for resident and staff security, safety, and well-being, to provide exceptional opportunities for student leadership initiatives and to encourage innovative out-of-classroom learning experiences.

Residence Services' annual income of over \$17 million is almost exclusively generated through fees that include student, conference housing, catering, and UCC tuition payments. Residence Services is one of the largest employers on campus and is committed to providing appropriate quality training as well as professional development opportunities for its employees. The department's customers and employees benefit from the results of numbers strategies to recruit a diverse staff (ethnicity, age, abilities, majors, years of service, national origin). Nationally, the department was recognized for its successful student development efforts.

Dining Services participated in a national benchmarking study and the results showed UND to be among the "most efficient operators" in four critical expense areas: labor cost, food cost, direct

expenses, and debt retirement. The Environmental Assessment Survey (EAS) was administered to a random sample of residence hall students in October, 2001. More than 84% of respondents reported

that they enjoyed living in the residence hall and the overall rating of dining centers was 93% positive. All units within Residence Services offer services and products that are affordable, thereby, supporting the University's recruitment and retention efforts.

Campus Passport/ID Office - Teresa Blilie, Manager

The function of the Campus Passport/ID Office is to provide a high quality identification card and to administer the prepaid individual debit account program for all university students, faculty and staff. The card office administration was instrumental in initiating several new campus-wide points of service during FY 02: Chester Fritz Auditorium, Ralph Engelstad Arena, Pepsi Cola machines, the Athletic Office, Student Government, and preparations for UniprinNT and the Wellness Center. A total of 5,908 cards were prepared for students, faculty, and staff during FY 02. Debit account transactions distributed to ten departments totaled \$174,665. Meal plan privileges and cards were also created to support summer conference and camp guests.

Children's Center - Jo-Anne Yearwood, Director

Mentoring college students and encouraging their commitment to teaching is an integral part of the administration of the Center. Fulfilling its mission as a model teacher training and education site, the Center welcomed approximately 582 University students participating in 13 courses from numerous departments. Proudly, it is noted that UCC's enrollment is one of the most diverse in the state. Enrolling a maximum of 110 children ages 2 ½ to 6 years, the addition of the summer program for children grades 1-3 has been well received. The Director also supervises the curriculum of the After School Program for school aged apartment children, and the UCC staff assists with the childcare during the Apartment Solo Parent Success Group meetings. The Center implemented the market plans developed in FY '00 and met its projected enrollment and the budget.

Dining Services - Orlynn Rosaasen, Director

The mission of Dining Services is to serve well-prepared, nutritious meals and food options to a diverse constituency base through a variety of quality services. Dining Services experienced another excellent year. Due to increased enrollment and increased residence hall occupancy, the number of board contracts increased accordingly. The increase in board contracts ultimately resulted in an increase in the number of meals served and this created an increase in revenue and expenses, which allowed for an increase in the amount allocated for debt retirement and capital improvement. For the year, the department met its obligations. Recruitment of qualified employees improved over the last five-year period. The training programs for student employees have not only improved the quality of work completed by the student staff, but have also contributed to the improved retention rate of student employees. Dining Services partnered with the College of Business the past year to offer two internships for students of the Business School, a general management internship and a marketing internship. Serving its customers quality products in a pleasing environment remains the main focus of the department. Continued emphasis was placed on creating menus and food options that meet the needs of the campus community. Several additional vegetarian and other healthy options were added to the menu. In addition to the increased options, Dining Services

implemented a web-based, interactive nutritional analysis program. The program allows guests of the dining centers to “build their own plate” based on the daily menu in the dining center and then calculates the nutritional content of their selections. The program also lists all the ingredients in recipes, allowing individuals with allergies or dietary concerns to make decisions about food selections.

Housing - Cindy Spencer, Associate Director, Residence Services

The primary mission of the Housing department is to provide comfortable, affordable and well-maintained accommodations to meet the changing needs of students.

The Housing Office and its student organization were honored to receive several significant awards for excellence during the 01-02 academic year. UND’s Association of Residence Halls received two overall awards including the Midwest region’s **School of the Year, and the National Residence Hall Honorary Chapter of the Year**. These were among the seven regional awards UND received this year, a truly unprecedented record not easily achieved or repeated. Further highlighting the year were three residence hall students receiving national recognition, one elected to lead the largest student organization in the nation (NACURH). Collectively the staff advised 25 on-going residential councils and committees in the residence halls and apartments.

A partner in student recruitment and retention, the housing department committed two administrators and a paraprofessional staff person to the Getting Started registration program throughout the summer. The office also provided, year round, a showroom suite for campus tours and assisted at all campus open house/recruitment events.

Occupancy in the residence halls and university apartments was strong. Recent trends with fewer high school students and more choices for summer activities resulted in fewer camp bed nights each of the last four years even though the number of camps has remained fairly constant. Supporting athletics, Native American youth programs, and the Summer Institute of Linguistics (SIL) are important to recruitment and the academic mission of the university.

To provide incoming students with their housing assignment early in the summer, the residence hall assignment process began 3 weeks earlier. Recontracting students were asked to make earlier decisions about fall housing. The Association of Residence Halls (ARH) Policy Board was supportive of the new timelines and the changes were very successful. On the technology front, housing completed two major initiatives that greatly impacted customer service. The introduction of affordable DSL high-speed data services in the apartments facilitated academic connections to campus and helped reduce stress in the modem pool. A state-of-the-art document imaging system for data storage and retrieval in the Housing office eliminated paper files and provided enhanced security of student records.

Increasing occupancy, without a live-on requirement, speaks well for the collective efforts of the department.

Operations Division Network Alliance (ODNA) - Marc Mongeon, Network Administrator

The mission of the Operations Division Network Alliance is to provide technical computer support for an extensive local area network for the following departments: Safety, Dining Services, Campus Passport/ID, Duplicating, Printing Center, Mailing Services, Telecommunications, UND Police, Traffic, Housing, Ray Richard Golf Course, Chester Fritz Auditorium, Environmental Training Institute, Transportation and Residence Services.

In a world that increasingly relies on technology, ODNA’s resourceful contribution to the work

environment of the campus administration offices and its service to students and staff is critical. New initiatives in FY '02 included pioneering the campus use of technology for the migration to paperless files and the culmination of two years of research and testing of Digital Subscriber Line (DSL) services during the delay of legislative actions related to Telecommunication services (see VPFO goals 1.13). ODNA participated in campus discussions on copyright and bandwidth issues and developed DSL related policies and procedures.

Safety - The primary mission of the Safety and Environmental Health Department (Safety Office) is to improve the level of safety and health at the University of North Dakota. Jason Uhlir is the Director of Safety and Environmental Health/Risk Management and Greg Krause is the Director of Radiation and Chemical Safety.

The Safety and Environmental Health Department has continued to support the safety and risk management efforts of the University over the course of fiscal year 2002. All indicators, such as incident reports, Workers Compensation claims, insurance losses, and hazardous waste statistics, seem to show that the Safety Office is on track with the programs that have proven successful in previous years.

Fiscal year 2002 has also been a year of change and growth for the Safety Office. Organizational changes have brought about the transfer of all insurance functions of the University to the Safety Office. Scheduled changes in the next year are the transfer of the Workers Compensation responsibilities and a fire safety position from Facilities.

Telecommunications- Telecommunications provides and maintains quality telecommunications services for the University community. Rich Lehn was Director until his reassignment to ConnectND in April, 2002. Lois MacGregor represented the department until July 1, 2002 when the department merged with Information Technology Systems and Services (ITSS). Telecommunications Technical Services merged with ITSS Network Services on July 1, 2002. Administrative and Student Services remained a separate entity under the direction of the Associate Director for ITSS Support Services. Merging existing staff in the two areas that are responsible for voice, data and video services will provide efficiency and better serve the University community. Technology is driving services into a combined function and to implement, manage and support these new technologies, the staff must integrate.

Staff also prepared and trained for the departure of the Director to a new position as a project manager for the NDUS ConnectND effort.

The Telecommunications Department has been actively involved, and will remain actively involved in the growth on the campus including the Ralph Engelstad Arena, expansion of the Energy and Environmental Research Center, the hotel on University property and other remodeling projects.

University Service Centers - The three departments that form the "University Service Centers" are Duplicating Services, Mailing Services, and the Printing Center. Margaret Myers, Assistant Vice President for Finance and Operations, is the supervisor of these departments.

Duplicating Services - Sherry Metzger, Supervisor

The past year has been very exciting for Duplicating Services. Some of the challenges Duplicating Services faced were choosing a vendor for new equipment and finding a place to best utilize the services the equipment would offer. The vendor chosen was Advanced

Business Methods (ABM). Locally owned, this vendor supplied us with the Canon Image Runner 110 at a very cost effective price.

Because the new machines were too large to fit into the offices in Twamley Hall, Duplicating Services was relocated to Central Receiving in June, 2002.

Because of the new technology available with the machines, Duplicating is able to offer the campus new methods of doing business.

Mailing Services - Darin Lee, Supervisor

There are many challenges that Campus Postal Services (CPS) faces in meeting its mission. In the past year, one area that came to light in wake of the anthrax scare was the vulnerability of mail. Mail workers were trained to be on the lookout for suspicious mail and how to proceed if suspicious mail is detected. In order to provide better services to the University community, Campus Postal Services plans on relocating the Contract Station. Space has been approved for the Contract Station to be relocated into the basement of the Memorial Union during the next fiscal year.

Printing Center - Lowell Brandner, Manager

The Printing Center continued to provide quality printing services to the campus in FY 02. During 2001-2002, the Printing Center completed 1,761 projects. These projects included business cards, stationary, envelopes, brochures, posters, commencement programs, and various other projects. Clients use these projects for recruitment, retention, fundraising, correspondence, and various other functions. Because all of the projects completed at the Printing Center represent the University, our staff strives to create the highest quality work possible.

1. Human Resources

Department	Appropriated	Grants & Contracts	Local	Recharge & Auxiliary	Total
Children's Ctr			8.670		8.670
Dining Serv				100.760	100.760
Housing				71.601	71.600
System Supp			1.630		1.630
Vending				3.450	3.450
VPFO Office	1.150		2.000		3.150
Asst VPFO			2.000		2.000
Assoc VPFO			1.000		1.000
Traffic				3.000	3.000
ETI		1.000	2.000		3.000
Safety			3.000		3.000
Police	9.746		4.124		13.870
CF Auditorium	3.836		2.024		5.860
Controller	1.000				1.000
Acctg Services	7.000		4.000		11.000
Business Office	5.000		7.000		12.000
Grants & Cont			6.000		6.000
Payroll	2.500		6.000		8.500
HR	4.792		1.208		6.000
Purchasing	2.000		6.000		8.000
Printing Ctr				9.000	9.000

Dupl & Mailing	8.254	.389		3.957	12.600
Telecomm	0.435			11.565	12.000
Transportation			7.604	1.697	9.300
Facilities	123.830		9.000	114.170	247.000
Total	169.543	1.389	73.260	319.200	563.392

There are also 368 part time employees and 611 student employees employed in VPFO departments

2. Those we Serve:

THE UNIVERSITY:

Departments within the Division of Finance and Operations serve the entire university community in a wide variety of ways.. Building maintenance and custodial services; recruitment, retention and development of qualified staff employees; timely and accurate compensation by Payroll; accounts payable processing; resources pertaining to safety, environmental health and risk management; telecommunications services; and printing and duplicating are just a few of the services provided to the University departments.

STUDENTS:

Shuttle bus services provided by the Transportation Department; laundry room facilities within residence halls and family housing units provided by Vending & Special Services; and phone, voice mail, and long distance services provided by Telecommunications are examples of the types of services provided to students by VPFO departments. Departments in Residence Services also provide many services to students such as meal contracts. Students are an integral part of the workforce with 611 student employees in VPFO departments in FY 02. They are employed in a wide variety of positions including student management positions in Dining Services. These positions provide an environment for student learning outside the classroom.

EXTERNAL CONSTITUENTS/OTHER STAKEHOLDERS:

Services are provided to external customers on a daily basis by many VPFO departments. Steam heat produced by the Steam Plant at UND is sold to fraternities and sonorities, Altru Hospital, Lake Azassiz Elementary School and several other customers. The Police Department maintains a daily working relationship with all local law enforcement agencies, the States' Attorney office, the Grand Forks County Public Safety Answering Point and other city, county and state agencies. Human Resources represented UND at three job fairs sponsored by North Dakota Job Service. Residence Services has partnerships with the Grand Forks Housing and Urban Development Office, Grand Forks County Social Services, and Vocational Rehabilitation offices. The Safety Office works with the North Dakota State Department of Health and participates in the Local Emergency Planning Committee and the Local Bioterrorism Planning Task Force.

3. Programming:

For most of the departments in the Vice President for Finance and Operations Division, “programming” implies training sessions offered to our “customers” --faculty, staff, students and some non-UND constituents. The following examples represent the type of programming offered by VPFO departments:

Auxiliary Services:

Environmental Training Institute (ETI)

A full-time Program Development Coordinator was hired through the Susan Harwood Training Grant. The target populations are small businesses and rural operations that find it difficult or impossible to obtain the training required to keep their activities in compliance with OSHA and EPA standards.

Facilities

The Facilities Department provides campus-wide training regarding the recycling program and energy conservation issues (includes load-shedding requirements). The Facilities staff also provides training in forklift operation, fire safety, and defensive driving.

Human Resources

Training presented by the Employees Assistance Program is coordinated with our office. A total of 253 employees attended Personnel Services training in FY02. In addition to the programs offered through U2, we present information on HR topics at the request of department heads for their employees at meetings, retreats or special sessions. In FY02, we made such presentations at the Department Chairs’ Forum, Upward Bound, Children’s Center, Counseling Center, Chester Fritz Library, Computer Center, COSE, Dean of Students, TRIO, and others.

Payroll

The Payroll Office was a driving force in the organization and design of the weekly New Employee Orientation. Each session is three hours in length and includes presentations from Human Resources, Safety and Payroll. During FY02, approximately 250 new employees attended new employee orientation. The Payroll Office, with the ND State Mill, sponsored a full-day NDPERS retirement workshop for all state employees in Grant Forks. The workshop was held at the Memorial Union, with 62 people attending (approximately half were UND employees).

Residence Services

The residence hall staff planned a total of 1,083 programs and activities during the academic year (social 440, activities/service 563 and educational awareness 120). Programs like Safety Squares, self-defense, arts and crafts projects, study skills and time management are some of the activities that help promote awareness, skill building and life long learning interests. Hall government also sponsors hall wide programs and some hall leadership positions are designed to promote campus involvement (i.e. programming, food and facilities, recycling, intramural board representatives). Several additional programs for residence hall students are co-sponsored by Dining and ARH. Programming board sponsored residence hall wide activities including ARH week, dances, and recreational activities.

Specific boards, such as NRHH, plan leadership workshops, homecoming social, and recognition activities for students and staff, special projects that generate revenue to support individual leadership scholarships. ARH funds a residence hall television channel known as Residence Life Cinema (RLC Channel 17), which offers a variety of movies and educational vignettes.

UND’s apartment area is one of the most community oriented of its counterparts in the nation. The University Apartment Programming Board (UAPB), active since 1983, sponsors activities to suit the diverse population in the community. Sponsored events include traditional holiday celebrations, picnics, a variety of cultural programs, and a long history of Celebrate Family Week activities. The Annual Children’s Pow-Wow, a very popular event, is now in its fourth year and continues to rely on volunteer community leadership. Resident Managers also provide neighborhood programs for small groups of residents. The apartment area serves apartment youngsters through its Pre-Teen Club and the Teen Club. The Solo Parents Group, the International Spouses Group, the Parent Child Connection are some of the other organized groups that meet regularly (two of these groups were initiated in 2001-2002).

Safety

The Safety Office provides a fire safety training program for Resident Assistants (RA’s) working in the residence halls. The Grand Forks Fire Department assists in this program.

The Safety Office also provides both radiation and laboratory safety training to students who perform independent research or who supervise other students and provides safety training to new employees through the New Employee Orientation program.

4. Fiscal and Physical Resources

Total expenditures for VPFO departments was \$55,477,993.

Appropriated	Grants & Contracts	Local	Plant/Ground Improvement	Recharge & Auxiliary	Total
\$15,400,168	\$293,839	\$8,461,424	\$9,226,476	\$22,096,086	\$55,477,993

5. Evaluation:

Assessment of Accomplishments of VPFO Strategic Goal:

Goal 1: Finance and Operations provide service that is user friendly , accessible, efficient, and cost-effective in a courteous, professional manner.

- 1.1 Survey customers to assess adequacy of and satisfaction with services.**

Surveys are done by departments throughout the year. An extensive Residential Hall Environment Assessment Survey is done biennially. A Broadbanding Survey of UND supervisors was done in conjunction with other NDUS institutions and results were submitted to the NDUS office.

1.2 Utilizing survey results, address areas of need to enhance or improve services.

Survey results are taken very seriously. Our customers are the best source of information for us on how we might improve our services. Highlights from the Environmental Assessment Survey results were published and widely circulated in a brochure called "The Results Are In".

1.3 Clearly publicize all services, policies and procedures on Web page.

All departments have web pages which are updated as needed. Some of the sites are very comprehensive, such as Accounting Services, which includes all policies/ procedures, links to government agencies, staff contacts, training sessions, and computerized forms for their department.

1.4 Analyze recharge center rates quarterly.

Recharge center rates are analyzed quarterly with assistance from the Cost Analyst in the Budget Office.

1.5 To assist user departments with their budget preparation, calculate recharge center rates prior to budget preparation.

The recharge center rates have not been finalized prior to budget preparation. This, however, is a goal for the FY 04 budget. Rates for room and board are usually due to the NDUS Office in early February. Because Housing and Dining Services are one of the largest customers of the recharge centers, this would allow them to more accurately budget and set room and board rates reflective of expenses and goals.

1.6 Compare rates for internal services to external vendor rates to verify the cost effectiveness of internal services.

Departments compare their rates with external vendors each year during the budget process. It is important that the cost of internal services be affordable and competitive. Due to staffing levels, departments offering these services contract work out to external vendors throughout the year which allows for ongoing comparisons to occur.

1.7 Explore relocation of post office and/or establishing a satellite post office to increase access.

The relocation of the post office has been approved by the Memorial Union renovation committee. It is to be collocated in the basement of the Memorial Union with the Traffic and Passport I.D. offices with the goal of creating staff efficiencies among these areas.

1.8 Develop a business plan to achieve financial stability for the Chester Fritz Auditorium.

Careful planning is only one aspect of achieving financial health. A substantial endowment (\$1,000,000) is necessary to provide the freedom to program and live up to the mission and goals of the University of North Dakota. The Director has met with the Alumni Foundation to explore the possibility of setting up an endowment for the Chester Fritz. The Alumni Foundation's feeling was that unless one large donor could be identified the endowment would most likely never be set up. People like to "see" what their money is going to. An endowment does not truly allow this as the money simply sits in the bank and the recipient uses the interest.

1.9 Provide affordable programming at the Chester Fritz Auditorium targeted to students.

Implemented student pricing to all events, making them more affordable to the student population.

1.10 Set institutional expectations and review funding for Police Department.

The Police Department does not generate funding to support its budget. Nationally ½ to 1% of University budgets are allocated to campus law enforcement. UND will need to continue working to increase funding for staffing and equipment as enrollment and facilities increase.

1.11 Review campus event coverage and determine involvement with addition of Alerus and RE Arena to ensure successful transition.

An advisory group was set up with representatives from VPFO departments and REA to deal with issues during the transition to the new arena. This group addressed needs and what services UND could provide. Departments also worked with Alerus employees to provide services. Continued involvement by departments remains very positive.

1.12 Develop a business plan to address funding issues for the Ray Richards Golf Course.

To operate a food service operation which is financially viable at the Ray Richards Golf Course, a decision was made to reduce the menu offerings and hours of operation. As a result of these changes, a small net gain was made in FY02. There will be a need to continue to monitor this operation and make adjustments as needed.

Staff from Auxiliary Services visited the indoor Golf Dome in Fargo to view a golf course facility that operates on a year round basis and determine if this is a feasibility for Ray Richards. The cost to get a facility like this up and running is about \$850,000 to \$1,000,000. Without a means to finance this within reach, no more thought has been spent on the idea.

1.13 Support legislative action to allow UND to continue to provide telecommunication services to the University community.

Successful conclusion of this action allowed the University to follow through with the purchase and offer of DSL to the apartments.

1.14 Streamline purchasing/payment process by increasing use of Procurement Card.

During FY02, Accounting Services has increased the use of the Procurement Card to 462 cards. The number of invoices from FY01 to FY02 increased from 2517 invoices for \$312,814.61 to 4979 invoices for \$853,102.29. Training sessions have been provided for each of the cardholders and their reviewer/supervisor.

Accounting Services began researching pros/cons of using purchasing card for conference registration fees and subscriptions.

1.15 Increase utilization of ACH to expedite reimbursement/receipt of funds for students, employees and vendors.

During FY02, Direct Deposit (ACH) increased as follows:

Employees (benefitted) - payroll (increased to 77%)	2.46%
Employees - all other payments (flex, travel, etc):	34.00%
Students - (payroll, refund, excess aid, etc):	17.22%
Vendors	22.51%

1.16 Provide students Web access to 1098T information to improve access to information.

Preliminary inquiries were started. Due to the commitment of staff in the Business Office to the Connect ND project, this project has been put on hold.

1.17 Provide students Web access to accounts receivable and financial aid information to improve access.

Accounts receivable information is available through Web Alfi. Perkins exit interview is available through the Business Office web site. Preliminary research was started concerning Web payments. This is another project that has been put on hold due to the Connect ND project.

1.18 Maintain accountability systems to ensure responsible financial management of departmental resources.

Systems of checks and balances remain a priority for departments. Systems are in place to ensure responsible financial management. Regular audits are preformed by Internal Auditing. Recommendations from audits are corrected/implemented in a timely fashion.

1.19 Streamline payroll process for hourly employees by increasing utilization of electronic time keeping.

The percent of employee's time entered through electronic time keeping continues to increase. In FY02, electronic time keeping increased from 48% to 64%. The departments with large numbers of hourly employees have been converted to Kronos or an in-house electronic method of time keeping. As the transition to electronic time keeping for smaller departments proceeds, the numbers do not truly reflect the amount of effort involved.

As more departments use Kronos, the increased workload required to keep the departments up and running, continues to impact the Payroll and Computer Center staff. It has been recommended that a switch to a web-based Kronos system would involve less set-up time and on-going maintenance by Payroll and Computer staff. A decision will be made during FY03.

1.20 Fully integrate Windstar Immigration software into payroll system to improve service to international students, faculty and staff.

A full integration of the Windstar Immigration software into the payroll system was completed in FY02. International employees can now complete a Foreign International form, which is entered into the Windstar system. Each employee's personal information is evaluated by the software, a summary is printed and the appropriate tax forms are printed. The appropriate tax information is then uploaded into the payroll system for on-going correct tax processing. This software not only saves the employee taxes, but also the employer's share of those taxes. The Windstar software also verifies that UND is in compliance with all international tax regulations.

Goal 2: Innovation, entrepreneurship, and continuous improvement to maximize results and minimize costs are encouraged, supported and rewarded.

2.1 Review existing policies and procedures to identify barriers; eliminate policies/procedures that are unnecessary and streamline those that are required.

A VPFO Policy Committee was formed to review and modify current policies and procedures and get the updated/current policies on the web in a policy library in a standardized format.

2.2 Evaluate policies and procedures to provide necessary adaptations and flexibility while maintaining financial viability.

Through the VPFO Policy Committee, several departments reviewed policies and procedures and streamlined and updated as needed.

2.3 Research and implement products and services to remain competitive and influence student retention and recruitment.

Student involvement is valued when VPFO departments are monitoring and responding to changing needs. The Association of Residence Halls (ARH) is utilized by Residence Services to assist in decision making regarding issues affecting student life in the residence halls and dining centers.. Dining Services has continued to test products through student committees. A close working relationship with Student Government serves as another method of acquiring student input. Students are members of Finance and Operations committees such as the Bookstore Advisory Committee, Chester Fritz Advisory Committee, and University Parking and Traffic Committee.

2.4 Maximize use of technology to enhance administrative efficiencies and provide quality service.

VPFO departments continue to explore ways to utilize technology. The involvement of VPFO staff in the Connect ND project will benefit all university departments. Human Resources uses an Access Database and Applicant Tracking System to provide information to departments that would not otherwise be available. Vending has expanded the use of debit card access to vending machines in nine buildings on campus which reduces the cash handling for the department. The new machines installed in Duplicating Services will increase the efficiency of the production staff in Duplicating Services and the campus customers.

2.5 Create additional experiential learning opportunities for students by expanding internship/partnership activities with academic departments.

Students are an integral part of the workforce in VPFO departments. During FY 02 over 600 students were employed in a variety of positions. Several departments employ interns, such as Accounting Services (Accounting majors), Traffic (Criminal Justice majors), and the Business Office (Information Systems major). All Early Childhood Education majors from the College of Education and Human Development - Teaching and Learning utilize the Center for several semesters of their undergraduate work, completing observations and field experiences related to their academic studies. Their internship, or student teaching experience, is completed at the Center, with each Early Childhood Education student becoming part of the Center's staff for an entire semester.

2.6 Reduce processing time and minimize errors by uploading additional transactions directly to mainframe.

There has been an increase in the number of departments and the types of transactions that are

uploaded to the general ledger. This eliminates duplicate entry of transactions by the departments and Accounting Services.

2.7 Obtain approval for a record retention schedule to ensure compliance with state law.

The UND Records Retention Committee which was co-chaired by the Controller and Director of Payroll compiled the first approved records retention plan in the state of North Dakota for Higher Education.

2.8 Implement approved record retention schedule.

The Records Retention Committee submitted a recommendation to the President to hire a Records Retention Coordinator to insure that the University of North Dakota was in compliance with its newly approved record retention schedule. This recommendation was approved and a new Records Retention Coordinator was hired in the summer of 2002. Departments are working with the Coordinator to review and implement a records retention schedule specific to their department.

Goal 3: The campus physical environment meets the needs, goals and functions of a modern and diverse University community.

3.1 Develop a Campus Master Plan for campus facilities to support strategic initiatives.

The Campus Master is updated biennially in preparation for the Legislative session. This was updated during the summer of 2002. Items such as signage, energy management and indoor air quality will be included in the next update.

3.2 In preparation for the master planning process, conduct a space study to establish an inventory of existing space, including utilization, and assess space needs.

A consultant has been hired and work is in progress. The completed study of academic space is projected to be completed in January 2003.

3.3 Develop a master plan to revise all campus signage.

Phase 1 of the campus signage has been completed with the addition of three signs to campus. A sign on 25th Street and University marks the east boundary of campus. A sign outside the Memorial Union and a message board sign at the Chester Fritz Auditorium completed Phase I. Phase II will continue with additional signs to mark the boundary of the campus and signs for the School of Medicine and Health Sciences and the Energy and Environmental Research Center. Phases III and IV will complete the plan.

3.4 Support initiative to renovate Carnegie Library for a campus welcome center.

There has been limited involvement at this time. However, a visitor parking lot is being constructed adjacent to the building in preparation for the renovation.

3.5 Renovate existing facilities and construct new facilities to support the evolving needs and service expectations of a diverse and dynamic student population.

Extensive bathroom renovations in Johnstone Hall (2001) and Smith Hall (2000). ADA baths were included in both. Steady progress was maintained with deferred maintenance items throughout the facilities. Bek basement fitness center will open Fall '02 in support of campus wellness initiatives. Preliminary plans are being developed for extensive remodeling of Squires Dining Center. Final plans are in place for the coffee shop and convenience store in the Memorial Union. A plan for connectivity via walkways of all major UND buildings continues to be explored. In all remodeling, renovation and construction projects the handicap accessibility requirements are followed.

3.6 Advocate and provide for safety and security improvements in campus living and workplace areas.

Through planning and inspection, this is a continual process in the Safety Office. Safety and security related factors are evaluated on an ongoing basis. An annual campus safety and lighting tour is conducted in the fall and recommendations are implemented to enhance overall campus safety.

3.7 Develop a phased program for parking lots, sidewalks, curb and gutter, and road replacement and repairs.

This action item is in progress as funds become available. A new visitor's lot near the Carnegie building and a lot by the Memorial Stadium are to be open during Fall Semester 2002. Several more lots will be constructed during FY 03.

3.8 Develop a detailed plan to provide for uninterrupted steam production.

The Steam Plant has had annual shutdowns to allow for repair work on the boilers. A result of the shutdown has been loss of steam and domestic hot water. This has become a critical issue for research projects which cannot accommodate the shutdown. Phase 1 of this project which included design of the steam distribution system and installation of valves that allow for phased shutdowns to occur has been completed. Phase 2 will continue work on the distribution system and boilers that allows for separate operations of the boilers eliminating the need for a total shutdown of the Steam Plant.

3.9 Establish specification for historic preservation by working with Campus Historical Committee to establish guidelines for historic structures.

This action item has not been started as this time.

3.10 Improve communication and coordination of non-UND activities occurring on or adjacent to campus, i.e. construction, neighboring industries and highway/rail transit.

The University's involvement in committees that involve other constituents within the city is essential. UND participated in the University Avenue Calming Project by providing input and assistance to enhance the flow of pedestrian and vehicular traffic in the heart of the campus. The 42nd Street construction project also required joint participation.

3.11 Implement performance contracting methods to reduce energy consumption.

UND received a \$3,990,000 grant from the State of North Dakota for the 2001-03 biennium to create energy savings. Phase 1 will be completed in FY 2003. Included in this phase is the replacement of fluorescent lighting fixtures, modifications to building mechanical systems and installation of generators. Phase 2 will begin in FY 2004.

A budget request has been submitted to the 2003 Legislature for \$2,000,000 to continue with the program.

3.12 Adopt an inventory system for tracking hazardous chemicals campus wide that facilitates cross disciplinary sharing of surplus chemicals.

The Safety Office has not yet accomplished this specific action. With the Connect ND project underway, there have been discussions as to whether or not the PeopleSoft software implemented in the state will be capable of this. Once more information is gathered about the features and limits of PeopleSoft, a revised plan will be put into place to accomplish this.

3.13 Develop building directories that include location of exits, emergency equipment and ADA compliant facilities to be posted in buildings.

The Safety Office has not yet accomplished this specific action. Some meetings between Facilities and Safety personnel have been held, and some ideas have been discussed. One FTE from Facilities will be transferred to Safety in FY 03. This position will support the fire safety program and a plan will be put into place to accomplish this.

3.14 Modify existing chemical storage facility to assure compliance with spill protection mandates and building codes.

With the help of the Facilities department, some modifications were made to the chemical storage facility. Specifically, spill protection was provided, and efforts were made to better insulate some of the steam valves/pipes to achieve better temperature control. Some HVAC improvements are still necessary, but the urgent items have been dealt with.

Goal 4: Multiple channels for communication with the University's internal and external constituencies are well utilized and policies and procedures are based upon a principle of open dialogue and communication.

4.1 Provide training to departments through U2 on F&O policies and procedures.

Many training sessions were offered by VPFO departments on a variety of issues. Several programs are offered on an on-going basis while others are time sensitive topics that are offered only once. This type of training for the campus benefits not only the participant but also the departments offering the programs. Offerings will continue to be expanded as new training needs arise. Several programs offered during FY 02 included Hot Topics in Finance, Hiring Process and Interviewing, Estate Planning and Defensive Driving. For several of the programs offered, spouses of the employee are also encouraged to attend.

4.2 Develop F&O Web site.

Staff in Human Resources developed and maintain the VPFO web page. Each department is then linked to the page.

4.3 Effectively communicate all F&O services, policies, procedures and forms.

Many departments utilize their web pages to keep current policies, procedures and forms on. This is a work in progress with the VPFO Policy Committee providing assistance in the review of policies and procedures.

4.4 Enhance communication with other departments to gain knowledge, reduce anxiety, and provide ongoing opportunities for feedback.

Communication with other departments takes many forms. U2 courses are used to provide information and to interact with other departments on a wide variety of issues. Notifications through the University Newsletter occur on a regular basis. The Police Department encourages their officers to "walk the beat" and visit the community on the streets and in the University residences.

4.5 Assist principal investigators/ research support staff by providing education/training on research responsibilities, compliance, etc.

Grants and Contracts Administration staff have been very active in providing education/training during FY 02. Programs included a presentation to all Medical School Principal Investigators and their staff, presentations to staff involved with the ND BRIN project in Minot and Bismarck, and a presentation on sponsored projects at the New Faculty Orientation. Over 200 faculty and staff were provided training.

4.6 For the personal benefit of employees, provide quarterly educational seminars on benefits and payroll issues.

The number of educational seminars offered to employees have increased along with an expansion of topics. This has received widespread praise from all employees. In reviews of these educational sessions, employees report that they are very valuable and request more frequent and even more topics to be covered.

In January 2002, the Payroll Office designed and compiled an Annual Benefits Statement for each benefitted employee at the University of North Dakota. This Benefits Statement was personalized by individual and included an explanation of each of the benefits listed.

4.7 Conduct thorough review of publications, forms, and correspondence for consistency, clarity and effectiveness.

Several departments participated in University Relation's review of all publications, forms and correspondence. Human Resources completed a review of forms/documents to ensure that they are in compliance with UND's Uniform Identity Guidelines. The Marketing Manager in Residence Services does annual revisions that include concern for clarity, consistency and effectiveness. The department is exploring the idea of a focus group of parents and freshmen to review correspondence received in the application and assignment process.

Goal 5: Employees are skilled, student oriented, and committed to excellence.

5.1 Strengthen and systematize employee training and professional development to maximize job performance, customer service and reduce job related stress.

Employees are encouraged to attend training offered by U2. Other professional training is offered as funding is available. Much of the specialized training takes place on an as needed basis to the appropriate personnel. Employees are cross-trained to provide assistance in other areas within the departments, as needed. This not only provides the needed back up for vacations, but also reduces pressures during extremely busy periods. Dining Services has

formalized a staff training program for new employees with training seminars on topics such as customer service and cash handling procedures. They have also established a training program for student staff and a student management program for students supervising other students. Dining invested over 4,400 hours on employee training (3,635 full time, 1,173 student staff).

5.2 Provide opportunities for professional development to encourage retention and job satisfaction.

Dining Services has team building sessions and has appointed a morale committee. Housing continued the high level of training for student staff including: service centers, camp/conferences, apartment resident managers and community center staff, residence hall directors and resident assistants, and ResNet/ODNA employees. UCC oriented student teachers each semester and promoted employee professional development by closing the center on specified days throughout the year – devoting time to training.

5.3 Update and disseminate salary market data information at least annually and more frequently as needed.

Updated salary market information was provided, in face-to-face meetings, to the VPFO and all VPFO Department Heads. This information was used by departments as they

5.4 Make Staff Assistance Visits to major departments at least annually to provide advice and assistance with personnel policies.

Human Resources visits departments throughout the year as needed or as requested.

5.5 Update F&O staff salary administration plan.

This was completed as part of the annual budget process.

5.6 Offer development and refresher training for supervisors.

The Office of Human Resources developed and presented the following training programs for supervisors and employees in FY02. Advertising and registration for training programs are handled by U2 (University Within the University). In addition, training presented by the Employees Assistance Program is coordinated with the HR office. A total of 253 employees attended Personnel Services training in FY02.

Legal Issues in Employment - July 11, November 7

Progressive Discipline - July 25, June 19

“You as a Supervisors” - August 15, September 19, October 17

Sexual Harassment in the Workplace - September 25
How to Deal with Difficult People - December 5
Hiring Process and Interviewing - November 17 and 28, June 26
“Everything You Wanted to Know about being a Supervisor but were Afraid to Ask” -
January 16, February 13, April 17
Team Building in the Workplace, September, EAP
Dealing with Conflict, September, EAP
Winning Cooperation Through Communication, January, EAP
Dealing with Conflict, January, EAP
Managing Workplace Personalities, May, EAP\Principles of Leadership, May, EAP

5.7 Offer development programs for staff.

Extensive efforts are made to provide a comprehensive and diverse training and development program for staff within the VPFO Division. Programs offered by the University within a University (U2) facilities the development and implementation of the training process.

Assessment of Student Learning:

Residence Services provides an environment for student learning outside the classroom. This is visible in the apartment community, residence halls, and in Dining Services through the various opportunities that students have to hold leadership positions. Within the apartment community, the University Apartment Programming Board and the International Honorary for Leaders in University Apartment Communities offer students the chance to present programs and to review and develop policies that impact their residential area and the University. Within the residence halls, students' learning occurs through the Association of Residence Halls, the National Residence Hall Honorary, and the various committees within these organizations. Close to 250 out-of-classroom learning experiences are available for residents including: designing programs, reviewing and developing hall policies, chairing committees, and running meetings. Students practice teamwork, time management, delegation, communication and organizational skills while working on collaborative projects. Student leaders get the unique opportunity to develop close working relationships with Residence Services administrators who serve as advisors to the various committees. Students who choose not to hold a specific leadership position play important roles as participants in the many programs offered in their community. Residence Services staff strives to foster an environment where students live, learn, and put into practice the skills they are learning in the classroom.

Other Assessment and Evaluation Activities:

Surveys are used throughout the year to determine customer needs. The Chester Fritz Auditorium had patrons fill out surveys to help choose shows for the 2001-02 season. ETI does surveys to determine the most convenient dates for training and additional program topics. Residence Services completed an Environmental Assessment Survey in fall 2001 by sending out surveys to 506 residence hall students. The response to the survey was 50.09%. The University Children's Center has been

accredited by the National Academy of Early Childhood programs, and is awaiting a verification visit from the Academy so that re-accreditation status can be acquired. Accreditation will indicate that UCC meets the highest national standards for quality. Dining Services participated in the NACUFS Operational Benchmark Survey. The survey benchmarks the institution's financial statements against other NACUFS institutions. The survey questionnaire contains 25 financial questions and 7 productivity questions. To assess the adequacy of the University's safety program, Safety Office staff looks at many incident and near miss trends. A formal incident reporting process has been in place at UND for many years, and continues to work effectively. By reviewing these incident reports and investigations, the Safety Office can determine what types of incidents are occurring on our campus, and better assess where safety efforts need to be improved or adjusted. Two open discussion forums were held prior to relocating Duplicating Services to Central Receiving. They allowed departments an opportunity to ask questions about the new machines, relocation, and address any other issues/concerns relating to Duplicating Services.

Evaluation of UNIVERSITY Strategic Initiatives and Planning

Priority Action 1: Provide a quality curriculum with a solid liberal arts foundation for each field of study to prepare students for rich, full lives, productive careers, and civic leadership.

VPFO departments provide numerous experiential learning opportunities for students. Dining Services works closely with the Nutrition Department providing hands-on learning experience for dietetic students. They also offer two internships through the College of Business and Public Administration. The Safety Office has a Graduate Service Assistant position as part of its staff. The Children's Center serves as the primary field placement facility for students majoring in Early Childhood Education (ECE) and those who are pursuing a double major in ECE/Elementary Education. Other disciplines also utilize the center for observing young children. In addition to these programs, students receive valuable work experience as student managers, supervisors and auditors. Many of these students apply for cooperative education credit for the work they do.

Priority Action 2: Expand and strengthen and University's commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.

VPFO departments have a strong commitment to provide support functions essential to research departments. Many VPFO departments also partner with external businesses to provide services. ETI offers courses throughout the region. Dining Services partnered with the Human Nutrition Lab to supply bread rolls for iron research. UND Police have a long term relationship with local law enforcement agencies. Facilities partners with the City of Grand Forks on projects that have a direct impact on the campus.

Priority Action 3: Serve the people of North Dakota, the region, the nation, and the world more effectively through applied and basic research, cultural experiences, and economic development programs as well as through a comprehensive array of educational offerings.

The Chester Fritz Auditorium serves the region by offering many cultural experiences throughout the year. We are one of the only venues in North Dakota to be able to provide national touring Broadway Theater performances.

A police officer teaches cultural diversity to the Law Enforcement graduates of Lake Region State College who, upon completion of the curriculum, are licensed peace officers in the state of North Dakota.

A member of the Purchasing staff served as a panelist for the combined session of the New Economy Initiative (NEI) and the North Dakota Food Processor Association (NFPA) at the Market Place of Ideas held at the Alerus Center in Grand Forks, ND.

Many events are held at the Bookstore that are open to the public. These include author book signings, children's story and craft hour, educator's night and an ice cream social sponsored by the Chamber of Commerce to welcome students back to campus.

Staff from VPFO departments have been assigned to work on the Connect ND project for a two- to three-year period.. Five staff members are serving as module leads providing leadership for module implementation and making final decisions at the module level. This project will integrate North Dakota's universities and government into a seamless administrative network.

Priority Action 4: Improve the campus climate for living and learning.

The Chester Fritz Auditorium offers cultural events to students at reasonable student prices. The Police Department provides a campus that is safe and secure. Several new parking lots will be open by Fall semester 2003. Transportation worked with Student Government to implement the late night SAFE Shuttle to transport students from housing to study areas on campus. Vending machines with debit card (passport card) technology has been introduced in nine buildings on campus and will expand each year to include more buildings. Dining Services added an interactive nutritional analysis program to provide important nutritional information and enrich the dining experience for students. Through the Apartment Credo, the residence hall conduct system, and the structure of self-governance, the out-of-classroom experiences are enriched and the values of residence services impact the campus climate. A campus master plan will provide for a detailed schematic plan for all campus facilities. This will include signage, energy management, and indoor air quality. Regular repairs and maintenance is done to keep campus buildings looking and functioning well. Bathroom remodeling projects have been completed in two residence halls. Attention to landscaping and maintaining the exterior campus has made the campus one of the most beautiful in the country.

Priority Action 5: Optimize and stabilize enrollment to achieve the desired number and mix of students appropriate to the University's mission.

VPFO staff serve on the University's Enrollment Management Task Force.

Students state that one of the deciding factors in attending UND is its family housing and the apartment community can play an integral role in marketing as the enrollment mix is further expanded (non-traditional and graduate students).

The increasing satisfaction with UND's residence hall and dining programs and services is evident through the number of students continuing residence hall occupancy into their junior, senior, and graduate level years on campus. In spring 2002, 59.79% of residence hall students were sophomore, juniors and seniors, as compared to 49.25% in spring 2001.

Priority Action 6: Optimize the use of information technology to improve student learning, research, and the administration of the University.

VPFO department continue to adapt technology to facilitate our work. Human Resources developed and implemented a new Applicant Tracking System. The Document Imaging project is progressing in several of the departments with a goal to eliminate and minimize paper files. Web pages are monitored and updated continually to provide accurate and complete information to our employees, managers and prospective employees.

E-Z care software was purchased to provide efficiency in the administrative duties of UCC.

The use of debit transactions assists the University in lessening the frequency of physical collection of monies (i.e. laundry machines) and consolidates the cash handling and deposit functions. The debit system is a convenience for students and parents influencing retention and recruitment. The card verification function offers added security and where needed facility access can be restricted to those with a campus affiliation.

Dining Services strives to maximize the utilization of technology. Over the past year, the Department beta-tested both the Warehouse and Nutritional Analysis module for FoodPro. The majority of Dining Services' accounts payable are now done electronically. The Department is developing a customized internal database to enhance our ability to forecast and track revenue and expenses. Nutritional analysis information on dining's website added a desirable educational component to UND's dining program.

Student learning has been enhanced in the apartment community due to the offering of affordable DSL high speed internet access in January 2002.

Housing students were able to register for interim housing on-line and apartment students were able to access their waiting list number via a web look-up.

New equipment in Duplicating Services provides the option to submit jobs electronically via e-mail. Campus Postal Services works with many departments on the look and address quality of their mail by using mail list CASS certifying software and addressing printer. This has a direct impact on the marketing and perception of UND to current and potential UND customers. It also saves the university money on postage as the USPS gives discounts on automated mail.

Priority Action 7: In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate efficient organizational structure.

Following are values and principles adopted by VPFO departments as part of the strategic planning process.

- Valuing all employees through empowerment, development and recognition;
- Fostering relationships based on understanding through open, honest and ongoing communication;
- Committing to continuous improvement through teamwork, collaboration and cooperation;
- Providing a valued service to our customers in a courteous and responsive manner;
- Optimizing the use of resources through responsible stewardship;
- Promoting a safe, healthy and stimulating environment;
- Encouraging innovation and an entrepreneurial spirit; and,
- Providing learning and growth opportunities for a diverse and dynamic student population.

These focus on ensuring support for the mission and goals of the University. Whether it is through our recruitment efforts, our management/employee advisory services, our participation on committees, our training presentations, or our involvement with the community –all are geared to recruit, retain and develop a qualified, satisfied work force at the University of North Dakota.