

# DIVISION OF FINANCE & ADMINISTRATION

ANNUAL REPORT

FISCAL YEAR 2016-2017



**Oregon State University**  
Finance and Administration

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# BUILDING A SUSTAINABLE FUTURE

## *A message from the Vice President*

As Oregon State begins its 150<sup>th</sup> anniversary celebration, the units that comprise the Division of Finance and Administration (DFA) are working to ensure that the university's mission can be sustained for another 150 years. We are building sustainability in a variety of ways, including financially, operationally, environmentally, and socially.

Two years ago, the DFA set the stage for this important work by developing the division's first formal [strategic plan](#). The plan aligns our activities with the university's goals and keeps us focused on meeting the needs of students and faculty. The DFA Strategic Plan is based on offering the highest levels of **service**, ensuring a **safe and healthy** environment for people and animals, and effective and transparent **stewardship** of the university's resources.

A vision emerged from our strategic planning process: *Innovating for a 21<sup>st</sup> century land-grant university*. This vision underlies the six division-wide [initiatives](#) we developed in 2016, which act as a roadmap to achieving our goals. On the road ahead, sometimes the steps we take will be small, and hopefully sometimes we will leap ahead. With the six initiatives to focus our collective efforts, we *will* reach our goals. I am pleased at the progress we have already begun to make.

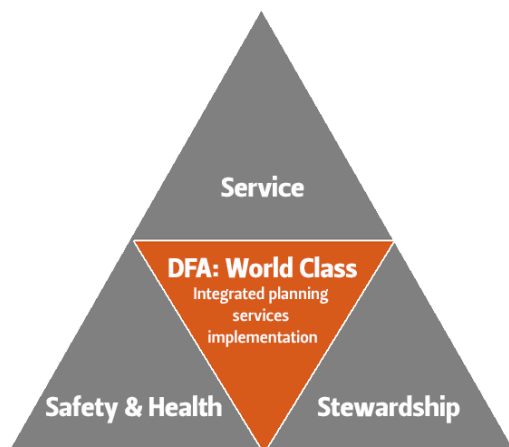
The DFA is focused on ensuring the long-term *financial sustainability* of the university. We share students' concern about the continuing escalation of tuition costs, and we understand that the State of Oregon is limited in its capacity to fully fund higher education. In response to these and other challenges, we developed a number of new tools in 2016-17 (such as the 10-year business forecast) that help leaders more effectively manage costs, better plan for the university's long-term future and more fully understand the consequences of the decisions we make now.

We are creating *operational sustainability* for the university by making strategic investments and reimagining our processes, so that we can be more effective and efficient in the future. One example is the new eProcurement system, *BennyBuy*, that goes into university-wide use in Fall 2017. Another is the creation of the Human Resources Business Partnership model, which, among other things, clarified reporting lines for human resources professionals in the Business Centers. This restructuring was critical to creating the synergies that allow Human Resources professionals to deliver services to the community in a more holistic way. Additionally, DFA staff are systematically reviewing the division's policies, rules and processes with input from stakeholders. We are working to be responsive to people's needs and create administrative processes that make sense for the ways people work today.

The DFA is supporting the university's *environmental sustainability* in many ways. The Office of Sustainability works to reduce OSU's impacts on the environment, and it has become a central point of information for university-wide activities hosted by a range of groups and clubs. The Recycling and Surplus Property teams work closely with University Housing and Dining Services to implement programs that improve the university's care of the environment. And the Office of Environmental Health and Safety has



Michael J. Green  
Interim Vice President  
Finance and Administration



developed systems that support researchers in more easily managing the safety and material waste of their laboratories.

Finally, the DFA is developing *social sustainability*, helping to make Oregon State and our division a place people want to work and study. Over the past year we worked to become more intentional in providing experiential learning opportunities for students. We are also promoting diversity and respect through educational and advocacy programs within our division. The DFA supports university-wide efforts to increase diversity in hiring (for example, over 75 employees in the division are trained search advocates who help ensure diverse candidate pools in a wide range of recruitment efforts). In 2016-17, we began to formalize the delivery of employee training and professional development programs around equal opportunity, an important aspect of helping people feel safe and valued during their work here.

These are just a few examples of the efforts DFA units are making that are critical in sustaining Oregon State University into the future. In this 2016-17 Annual Report we are pleased to share details about our work, specifics about the six division-wide initiatives, and significant outcomes from individual DFA units.



Michael J. Green  
Interim Vice President  
Finance & Administration

## Six Focused Initiatives for 2017-2019



### Long-range Planning

Create clarity around integrated planning. Provide access to existing plans and materials for university-level visibility.

Develop high-level knowledge about timelines and planning cycles. Clarify roles, and provide a single point to access information.

Define essential data for units and provide reporting around it. Monitor trends.



### Clear Policies, Efficient Processes

Integrate information systems and platforms. Develop a framework for systematic policy review and revisions for DFA.

Create a culture of continuous process improvement and a way to assess processes.



### Supportive Infrastructure

Develop a long-range plan for capital development and building renewal that reflects university operations and funding, together with the needs of the community.



### Critical Training & Development

Determine critical training needs and prioritize delivery of information.

Establish a committee to review whether and how to implement a university-wide learning management system.

Identify and prioritize professional development strategies.



### Safety & Readiness

Meet compliance standards for lab safety requirements.

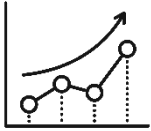
Provide for campus readiness and business continuity during emergency events.



### Diversity & Respect

Provide a structural framework for employee responsibilities for diversity and inclusion.

Increase awareness, provide training, and reinforce the importance of equity and inclusion for all.



## **Initiative:** **LONG-RANGE PLANNING**

The DFA is building the university's long-term financial sustainability. In addition to using newly-developed budget plans to keep tuition costs as low as possible, the university is making strategic investments that increase its capacity to capture and analyze data important to sound decision-making.

The Long-range Planning Initiative is intended to support the achievement of Oregon State's mission and goals by building an integrated planning and budgeting system that engages the university community. We do this by incorporating information from planning activities at all levels of the university, and by aligning planning efforts across academic and administrative functions, and with various fund sources.

The DFA's long-range planning initiative sets the stage for responsible stewardship of the university's resources over the next 150 years.

### **10-year Business Forecast**

In 2016, the Office of Budget and Fiscal Planning, working in conjunction with stakeholders across the community, developed a ten-year forecast that gives a picture of the university's future fiscal position based on currently-known information.

The forecast brings together information from a range of sources, including the ten-year operating and capital forecasts, to provide a common set of data and reference-points to decision-makers. It allows the future plans of colleges and departments to be coordinated and prioritized. And, it provides a transparent and holistic view of how the university's resources are being committed.

The ten-year business forecast will be fully updated every two years to include new and emerging information.

### **10-year Capital Forecast**

The ten-year capital forecast is the university's planned capital investments in classroom, research and other community spaces over the next ten years. The forecast gives administrators visibility about the long-term impact of capital expenditures (new buildings and significant renewal projects) on the overall financial picture. It is incorporated into the ten-year business forecast.

Capital Planning and Development personnel conducted a needs assessment with the input of university leaders, and developed a portfolio

of potential projects, costs and timelines. They built a clear process for leaders to have additional projects included on this list of possibilities. The list is prioritized by the new Infrastructure Working Group (IWG), which assesses the university's future plans and infrastructure needs against financial projections.

The Infrastructure Working Group is a committee of university leaders that helps ensure transparency around the process of capital planning. It established a set of criteria and recommends priorities for capital projects over the next ten years.

As part of the capital plan's development, the DFA contracted a professional review of the university's facilities that focused on concerns of capital renewal (deferred maintenance). This report provides a fuller picture of the university's infrastructure needs and helps leaders determine where best to invest university resources.

### **10-year Operating Forecast**

The ten-year operating forecast is one component of the new overall Business Forecast. It projects currently-known information about university programs, costs and revenues ten years into the future. In addition to considering known costs and current enrollment trends, it also accounts for important commitments that advance the university's strategic goals. These strategic investments include programs that continue to advance research and scholarship at OSU.

## Focus on Treasury Operations

As an independently-governed university, Oregon State can take advantage of greater autonomy in making the best financial decisions for the institution. In 2016-17, the DFA filled the position of Director of Treasury, which manages OSU's cash, investments and debt in accordance with the university's goals and values.

The Treasury Office provides university decision-makers with a big-picture view of how various financial pieces fit together. It offers advice about ways to reduce certain financial expenses and efficiently fund desired investments. It also:

- Works closely with the university's financial advisors in determining how interest rates and other aspects of the business environment affect OSU.
- Was instrumental in developing short- and long-term cash management policies for Board approval in 2016-17.
- Monitors the university's long-term debt, so leaders understand how current decisions impact the university's financial future at different points in time.

## New Dedicated Building Maintenance and Renewal Fund

This new program creates a centrally-funded capital renewal budget target of \$45 million, by committing increments of \$5 million over the next nine years. Dedicated to maintaining the university's physical infrastructure, the fund will offset the loss of building value due to

### BUDGET GOALS

- *Align the budget allocation process to support and advance the three goals of the university's strategic plan*
- *Recognize the diverse academic missions of OSU's colleges and centers*
- *Promote interdisciplinary and collaborative teaching, research and outreach, and further OSU's culture of collaboration and cooperation*
- *Make sure the university is financially sound and can make the long-term investments required for success*

depreciation through reinvestments, thereby extending the lifespan of facilities.

Oregon State's transition to independent governance and the historical nature of many university buildings prompted the Provost and Vice President for Finance to create this long-term funding source. Such a fund was not permissible when OSU was part of the Oregon University System.

Capital Planning, Facilities Services, Transportation Services and other groups developed new collaborative work flows, and are using the ten-year business forecast to project and plan for future capacity demands on infrastructure including utilities (power, water, sewer), parking, information systems and other resources.

- The University Land Use Planning team created a new forecast map that visually represents the future impacts capital projects could have on the university's available land, helping us better coordinate our planning processes with other government agencies.

## Shared Responsibility Budget

In 2016-17, the Office of Budget and Fiscal Planning began transitioning the university to a new budget model, beginning with the FY2018 Education and General Fund budget. The Shared Responsibility model encourages collaborative decision-making about revenue generation and investments in services and academic programs. It also more clearly links budgets to program results.

The new budget model was developed in collaboration with a wide range of community stakeholders in both academic and administrative areas.

The University Budget Committee, working with the Office of Budget and Fiscal Planning, engages with students to a great degree in discussions about budgets and tuition. The new Student Budget Advisory Council was convened in Fall 2016, prior to the university's 2018 tuition development process. It is advisory to the University Budget Committee.

- The student committee proposed the idea of dedicating 1% of the 2018 tuition increase to assist high-need

students, which was approved by the Board of Trustees.

- Nearly 250 students were engaged in the budget and tuition conversation in 2017 as part of the Budget Committee's expanded outreach effort.

### Increased Capacity for Data-driven Decision Making

With the university's new shared responsibility budget, leaders require access to more reliable and timely information and analysis. The Office of Budget and Fiscal Planning's CORE Initiative (Cooperative Open Reporting Environment, begun in 2013) offers increasingly sophisticated reporting options to deans and administrators. It provides employees with data necessary for their work.

The Business Intelligence Center team within the budget office works collaboratively with a number of groups across the university to ensure the CORE system provides consistent, useful and timely data that meets the needs of users. CORE provides a web-based reports library that consolidates data from different information systems.

- In 2016-17, the CORE team collaborated with Capital Planning and Development and the Registrar's Office to categorize and track classroom utilization.
- This information (previously estimated through manual calculations) provides important context to people making decisions about investments in programs and facilities. As the university continues to grow, utilization data will enable more efficient space management in the future.

### Benchmarking administrative costs

In 2016-17, Oregon State became a charter member of a collective of universities across the nation who have agreed to share administrative data for outside analysis. Through this organization, all member universities will benefit from peer comparisons, set reasonable benchmarks, and share best practices for administrative efficiency. Oregon State will also use this information to identify high-cost areas for further analysis, with the goal of increasing efficiency.

### Calculation of Future Federal F&A Rate

In 2016-17, university business and research operations developed a proposal to update the "facilities and administration" (F&A) rate, which is collected as a percentage of federal grant award monies. The F&A rate covers the overhead costs of research projects, including space, utilities and other support services provided by the university.

It is important to charge an accurate rate, in order to pay the costs associated with university infrastructure while also ensuring as much funding as possible goes to university research.

The university's F&A rate is recalculated periodically and established through a negotiation process with the federal government. Many units, including the Budget Office, Business Affairs, Capital Planning and Development, and the Research Office, must cooperate to pool information, make accurate calculations and provide necessary documentation to justify OSU's requested rate.

### Athletics Financial Sustainability Plan

In 2016-17, the Vice President for Finance and Administration and the Provost convened a work group to make recommendations about the financial operating model for Intercollegiate Athletics. Working with the Office of Budget and Fiscal Planning (with assistance from other DFA units) and with the university Athletic Director and other administrators, the work group developed the Athletics Financial Sustainability Plan.

The plan addresses operating budget shortfalls through managing expense growth, increasing ticket sales, growing private donations, and an increase in central funding to bring the operating budget into balance by 2019-2020.

The Athletics Financial Sustainability Plan was approved by President Ray in December 2016, and is in the process of being refined and implemented by the new Athletic Director, Scott Barnes, in collaboration with the Vice President for Finance and Administration.



## **Initiative:** **CLEAR POLICIES, EFFICIENT PROCESSES**

The DFA is improving operational sustainability by making key investments in information systems, updating policies and optimizing processes for greater efficiency and usefulness. In 2016-17, units began a focused evaluation of how administrative resources are used, asking how staff activities can add more value for the university community.

These efforts are part of the Clear Policies, Efficient Processes Initiative, intended to create transparent, efficient, compliant and responsive policies, procedures and processes. The DFA is working to integrate information systems and platforms to modernize how we conduct business at Oregon State. This initiative includes the development of regular review cycles for policies to ensure they remain effective for the needs of the community.

### **Major Information Systems Implemented**

#### ***BennyBuy* eProcurement system**

Guided by an oversight committee of stakeholders, the Purchasing and Contracts team worked closely with University Enterprise Computing throughout 2016-17 to implement this major new system. *BennyBuy* goes into university-wide use in Fall 2017.

This robust and user-friendly online procure-to-pay system integrates and automates purchasing, payments, supplier management, sourcing, and contract management. It connects with existing data systems to provide in-depth reporting functions. It includes automated budget authority levels and approvals, speeding up the purchasing process for users. Oregon State will benefit from the increased consistency, data analysis and built-in compliance and security features the system provides.

Implementing this comprehensive eProcurement system required an enormous amount of input, collaborative problem-solving and creative thinking by staff across most DFA units. Finance and accounting staff in the Business and Engineering Business Center and the Forestry and Oceanic Business Center are beta-testing the *BennyBuy* system before its debut to the community.

#### ***DocuSign* electronic signature system**

Widely adopted by DFA units in 2016-17, *DocuSign* adds electronic signature functionality to a broad set of business workflows across the university. The system makes approvals and signatures quick to manage, while also being secure and legally-enforceable.

#### **Why do we need eProcurement?**

- *Make the processes easier, faster, more effective and more accessible for OSU faculty, staff and researchers.*
- *Advance negotiation and strategic leverage of OSU's collective buying power, allowing OSU to do more with the resources available.*
- *Enhance transparency and accountability through automated internal controls and compliance which will better position faculty, staff and researchers.*

The implementation of *DocuSign* was multi-tiered: For broadly-used and complex processes, a business process reengineering team was established to work with stakeholders to streamline processes and maximize the utility of electronic approvals. At least 23 facilitators have been trained to help departments adopt *DocuSign* technology.

At the individual level, OSU staff members can become designers and senders of their own documents with electronic signature functionality.





### ***eBuilder for managing capital projects***

Capital Planning and Development implemented the new *eBuilder* construction management software in collaboration with Business Affairs, Shared Services Business Centers, Procurement and Contracts, Facilities Services and University Enterprise Computing Services. The system went live in January 2017.

*eBuilder* is sophisticated project management software that handles all aspects of capital construction and maintenance projects, from design to contractor selection to tracking costs. It integrates with Banner, the eProcurement system and *DocuSign*, and allows real-time status and financial reports for users.

The resulting streamlined processes allow OSU's small team of project managers to better manage workflows and respond to needs. Managers are continuing to expand *eBuilder's* usage and functionality. Future expansions will improve communication capabilities with stakeholders.



### ***Other information systems upgrades***

The Department of Public Safety (DPS) implemented new reporting software that offers more efficient and full reporting by officers. It allows more details and information to be included in reports. Historical data can be more easily accessed to identify trends and gaps that need to be addressed, and it makes mandatory Clery safety reports easier.

DPS also adopted a new emergency notification system called RAVE. It makes it faster and easier for the university to send campus notifications, timely warnings and other

community-wide messages. Users enjoy a friendlier interface for registering contact information and selecting preferences.

Capital Planning's Design and Construction team completed the digitization of its plan center documents for all capital projects. By making this historical data accurate and accessible, the team can better answer management questions with data, prevent future issues and replicate positive project outcomes.

Business Affairs upgraded the EmpCenter (time and attendance software) absence compliance tracker feature that provides new options for supervisors and makes it easier for employees to report time. It provides additional functional modules that can be incorporated in the future.

Capital Planning and Materials Management pooled resources to update the recycling database to a new web-based system. It allows for improved management, more efficient staffing, and better measurement and analysis of usage and performance. This information enables Materials Management to operate more efficiently.

### ***Fiscal Policy Committee***

In 2016-17, the DFA created the Fiscal Policy Committee to undertake a systematic review of all financial policies of the division. This committee will work closely with the university's Office of Compliance and stakeholders to evaluate policy effectiveness and make recommendations for changes to senior administrators for approval.

This overall review of division-level policies and rules will include a gap analysis of current policies and considers whether a given policy should be modified or eliminated.

The Fiscal Policy Committee is staffed by people from Business Affairs, Business Centers, the Budget Office, OSU-Cascades and faculty. It serves as a standing body to periodically review and adjust policies and rules on a regular basis.

### ***Widespread Business Process Reengineering Revised Student Recruiting***

The Office of Human Resources (OHR) worked with business and information technology staff

to fully revise procedures for hiring student workers, in response to concerns that the process was too time-consuming. An average of 4,700 students per term are hired across the university.

With the oversight of a senior-level stakeholder advisory team, OHR used a combination of technological tools, updated policies and revised procedures to cut three days off the average hiring time. The new student hiring process also established standardized job postings and reduced the number of people involved in approving hiring requests.

These changes reduce the resources required to hire students and offer greater departmental flexibility while minimizing risks to the university. The new policy went into effect in August 2017, in advance of the fall term hiring rush.

### ***Improved financial security measures***

In 2016-17, Business Affairs staff implemented enhanced procedures to prevent fraud, such as preventing vendor payment information from being changed without the knowledge of the company.

Business Affairs also worked closely with Research Office staff to improve the process for accepting and distributing funds by ACH and electronic wire transfers—common for grant payments. The changes reduce turnaround time for reporting and improve accuracy. They also provide greater controls against fraud.

Business Affairs took additional measures in 2016-17 to protect individual employees, students and vendors from potential fraud attempts. Working with Enterprise Computing Services, Business Affairs removed over 520,000 social security numbers from Banner data.

### ***Updated banking reconciliation processes***

In 2016-17, following the recommendation of auditors, Business Affairs and the University Shared Services Enterprise revised the account reconciliation processes to improve timeliness.

As electronic and credit card payments have become more common, Business Affairs established clearing accounts that allow for month-end accounting processes to proceed

while incoming funds are still being identified and distributed. This change increases efficiency and improves internal controls.

### ***Support for credit card payment requirements***



Business Affairs supports more than 110 OSU operations that accept credit card payments in complying with regulations and security measures. They also provide accounting services related to accepting and distributing money received by credit card.

In 2016-17, Business Affairs began offering a greater level of support in this complex area. They contracted with a qualified security assessment service to audit targeted, high-risk credit card operations, ensure users across the university are properly trained, and provide resources for security and compliance.

In addition, Business Affairs formed an ad-hoc audit response team, which includes people from Business Affairs, Information Security, Internal Audit and campus merchant representatives. This model was so successful in its collaboration to implement improvements that it will be continued in a more formal manner.

Business Affairs also conducted a major hardware and software upgrade of more than 40 point-of-sale credit card locations at the Corvallis campus to enhance security.

### ***New tools for booking travel***

Business Affairs, including its Purchasing and Contracts team, developed a new online travel booking tool for employees. People now have the option to use a travel agent or book trips on their own through the online portal to save time and money. The team also negotiated special airfare pricing with major airlines.

## ***Streamlined Capital Planning and Development processes***

Capital Planning's project managers updated work manuals with standardized project elements and timelines, and streamlined approval processes. These updates enable more accurate capital project estimates. Utilizing *eBuilder* software allows project managers to be reassigned to other jobs without losing time or information during the transition.

The University Land Use Planning team implemented new standard operating procedures and checklists that have improved communication with project stakeholders and design teams.

- The new work processes prevent small items from being forgotten or added in too late. Checklists and added controls ensure all project details are finalized before projects move to the permit process. These tools are being converted to accessible online formats.



## ***Problem-solving through cross-functional teams***

Work teams staffed with people from across DFA units are breaking down barriers and working more collaboratively to achieve better service, efficiency and problem-solving in a variety of areas.

Capital Planning's Design and Construction group established monthly meetings with Purchasing and Contracts and Athletics. By setting a foundation of regular and open communication, they prevent and solve problems related to complex capital projects.

Transportation Services and the Department of Public Safety are partnering in Corvallis and Bend on how to better incorporate traffic and safety considerations into event and emergency planning.

The Office of Human Resources coordinated with Information Services and the Office of the Provost to update the policy for retirees and emeriti to utilize official OSU email addresses. The change made the policy more consistent across different employee groups.

Administration of Graduate Fellowship stipends moved from the Research Office to Business Affairs in 2016-17. Collaboration between the Research Office, Business Affairs and the Grad School resulted in a smooth transition and incremental improvements. The new process is more efficient and better consolidates functional responsibilities.

The Business and Engineering Business Center partnered with College of Engineering and the Office of Human Resources to develop an interactive online hiring system for students and grad students. It allows students to be hired more quickly and makes it easier to assign a student worker to multiple departments. This work will be integrated into the Office of Human Resources university-wide improvements of the student hiring system.

## **High Business Center Productivity in Response to University Growth**

OSU Shared Services, comprised of seven Business Centers, provides transactional and consultative financial services to OSU colleges and departments.

Between 2010 and 2016, the number of OSU employees grew by 29% and student enrollment was up 33%. The number of fiscal transactions processed by Business Centers increased by 18%. OSU Shared Services, however, only increased labor by 14%, effectively absorbing the university's growth. This feat is impressive, especially considering that at the same time, OSU Shared Services expenses as a percentage of overall OSU expenses declined from 1.69% in 2013 to 1.53% in 2016—effectively saving the university \$1.8 million over this time frame.

In addition to the diligence and hard work of Business Center staff, the team accomplished this by committing to continual process improvement and investing in staff professional development.



*Initiative:*  
**SUPPORTIVE INFRASTRUCTURE**

The university's infrastructure underpins Oregon State's operational sustainability, by providing people with the physical spaces that allow them to work toward their goals. It also provides structures that support university-wide efforts to improve environmental sustainability.

Through the Supportive Infrastructure Initiative, the DFA strives to build and maintain physical infrastructures that respond to the needs of the Oregon State community. We seek to identify and prioritize the best ways to utilize limited resources to preserve the university for future generations.

### **Power Grid Stabilization Project**

Unplanned power outages can have negative impacts on research and quality of life at OSU. In an effort to reduce their frequency, university leaders undertook a three-pronged approach beginning in 2016:

- Continued the expansion of OSU's emergency power capability
- Commitment by Pacific Power (the regional energy supplier) to invest in stabilizing the electrical feed in the Corvallis area
- Collaboration between OSU and Pacific Power to upgrade the campus power grid

In 2016-17, OSU Facilities Services continued its planned installation of 12 new full-building backup power generators at key research and teaching buildings across the Corvallis campus over the next six years. This is in addition to the 44 buildings on campus that already have backup generators, at least for critical systems.

Pacific Power committed to investing \$800,000 in equipment upgrades in 2017-18 to better stabilize the Corvallis-area electric supply. Capital Planning and Development and Facilities Services worked with Pacific Power to develop and prioritize short-term strategies, such as providing the university with dedicated response personnel and maintaining an inventory of OSU-specific parts.

Oregon State and Pacific Power will also make joint investments to modernize the physical power infrastructure on the Corvallis campus, to improve system designs and replace outdated technology.

Facilities Services contracted a third-party assessment of the campus electrical network's safety, infrastructure and power purchase options. The outcomes from this review will help determine the next steps to take in collaboration with Pacific Power.

Additionally, the university and Pacific Power established a work group to develop an Electrical Energy Sustainability Plan to address OSU's long-term needs and environmental goals. The plan will define future investments targeted at reliability, safety and efficiency, which will be incorporated into the university's ten-year business forecast.



### **Capital Projects Update**

Capital Planning and Development, with the support of many DFA units, substantially completed several major capital projects in 2016-17.

- Cascades Hall Phase I Renewal
- Valley Football Center north end zone expansion
- OSU-Cascades Academic Expansion, Residence Hall and Dining, and Academic Center

Seven other major capital projects are also currently under development, mostly in the design and development phase. Over 200

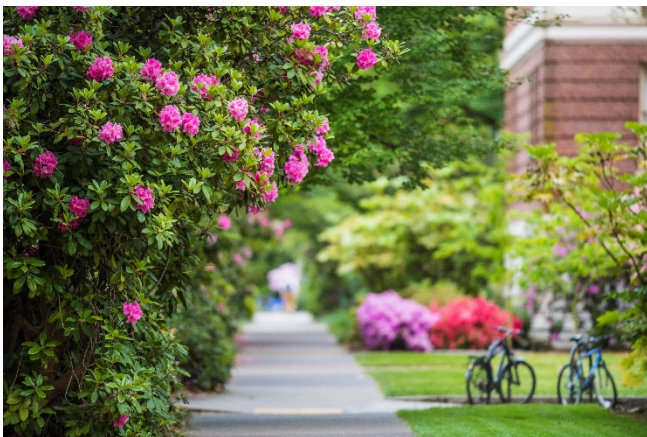
capital projects (major and minor) are in process.

## Facilities Maintenance and Renewal

Oregon State's physical infrastructure was assessed in 2016-17 by an outside consultant, who conducted a facilities condition analysis and a Return on Physical Assets study. This information provided objective, baseline data to inform the university's long-term plans for capital renewal and construction.

The studies analyzed overall building conditions, facilities staffing levels, the needs of campus, and provided comparisons with national averages and peer conditions.

Oregon State's Facilities Services was found to be efficiently run; they are staffed at rates well below peer universities, and the observable quality of work is at or above those peers.



## Significant maintenance and renewal projects

### *Ongoing efforts to improve accessibility*

Facilities Services and Capital Planning and Development, in partnership with the Office of Equal Opportunity and Access, are exceeding President Ray's goal to invest 10% of capital renewal money into continuing to improve accessibility.

Improvements include upgrades to sidewalks, wheel chair ramps and elevators.

### *Steam Tunnel Upgrades*

Capital Planning and Development together with Facilities Services are installing a new tunnel system and redundant steam line, which will be completed in June 2018.

### *Door and Lock Maintenance*

Locksmiths in the Key Shop are in the process of conducting preventative maintenance on all internal and external doors on the Corvallis campus, inspecting and updating the hinges, latches and locks on more than 13,000 doors.

### *Updated Work Order Software*

The Facilities Work Coordination Center upgraded its AIM software for increased efficiency and accuracy of information. It is now easier for customers to report and monitor problems and for Facilities staff to access reports. AIM is also integrated with Capital Planning's new eBuilder system.

Facilities Services also increased communication outreach through social media, including Facebook, for faster and more direct maintenance updates.

### *Campus Beautification*

As part of an ongoing campus beautification project, Facilities Services conducted an exterior renovation on Fairbanks Hall (dating to 1892). In 2016-17 Facilities Services' skilled painting staff saved the university approximately \$200,000 by completing the work internally rather than hiring contractors.

### *Enhanced Transportation Infrastructure*

In this third year of the zonal parking system, customer comments and an increase in parking permit sales (up 13.4% over 2015) reveal greater satisfaction with the zonal parking system. In 2016-17, parking lots averaged 76% peak usage. Lots are being used more efficiently and people are typically able to find available spots in their permit zone.

Transportation Services also:

- Opened a new paved parking lot near 35<sup>th</sup> avenue, with nearly 40 spaces added to the R2 zone, easing pressure on nearby lots in high demand.
- Kicked off a comprehensive pavement management plan with a condition assessment of nearly 100 parking lots on campus. A comprehensive repair and maintenance plan is now in place for about 50 lots, some in cooperation with the City of Corvallis.
- Adopted the new Passport app that allows users to pay for time at parking

meters through a mobile app or website. Time can easily be extended remotely.

- Added a drive-up kiosk for permit sales at the 14<sup>th</sup> and Jefferson lot.

### Support for Transportation Alternatives

In 2016-17, the Beaver Bike Rental program began offering low-cost rentals to students on a term-by-term basis, starting with a fleet of about 40 bikes. Affordable bikes can be hard to find for sale locally during times of high demand. The rental program, slated for expansion in Fall 2017, fills that gap for students.

Transportation Services and the Office of Sustainability sponsored two Pedal Corvallis stations, a community bike rental program. Transportation Services is actively seeking sponsors for more locations on campus.

In 2016-17, Oregon State launched a partnership with the Zipcar car-sharing service. Six cars are available for short-term rentals from three stations in Corvallis (near Fairbanks Hall, McNary, and the ILLC).

- Cars can be reserved for as little as an hour or for several days. The service is popular with people who bike or bus to campus but need the use of a car occasionally during the day.

Transportation Services conducted a ridership study on the Beaver Bus shuttle system. As a result, two new routes will be launched in Fall 2017 to replace the under-performing north route.

- Shuttle users can download the Beaver Bus mobile app to find real-time information about bus arrivals, route maps and more.

### Focus on Environmental Sustainability

The new Green Office Certification program was created in 2016-17 through a partnership between the Sustainability Office, Campus Recycling and Transportation Services. It supports and recognizes the sustainability efforts of OSU faculty and staff. It offers ideas and tools for ways office teams can reduce their environmental footprint and carbon emissions.

The Student Sustainability Initiative and Campus Recycling sponsor the Waste Watchers

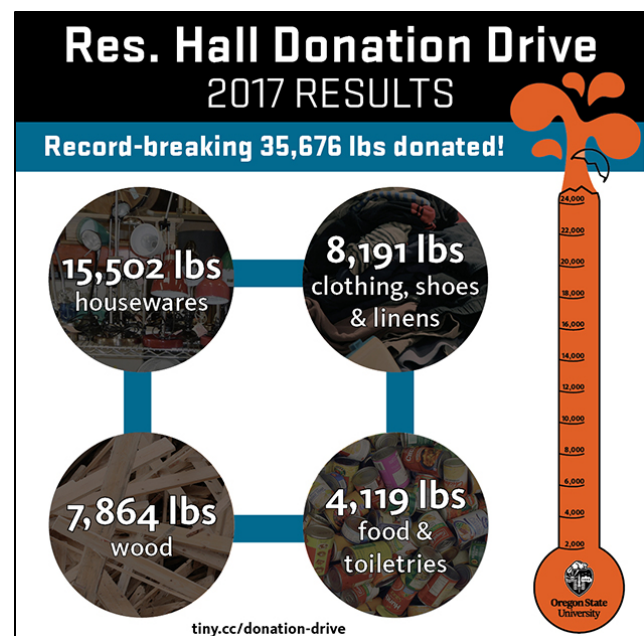
student club, dedicated to engaging the community in waste reduction at OSU by providing educational programming, meaningful opportunities for action, and empowerment of future leaders. In 2016-17, the Waste Watchers club had 22 student members.

Three Repair Fairs were offered in the 2016-17 academic year, offering a space for community members to exchange ideas and learn new skills. They encourage people to be fixers, not consumers, and reuse materials to save money and conserve resources. Attendance totaled 140 people across the three events.

During the spring 2017 RecycleMania Challenge, students recycled 232,063 pounds of material in eight weeks. Composting increased to 61,440 pounds, up from 60,076 pounds in 2016.

At the end of 2016-17, the Residence Hall Move-out Donation Drive recycled a record-breaking 35,676 pounds of materials, diverting nearly 18 tons of housewares, clothing, linens, food, toiletries and wood from the landfill.

The annual move-out event is coordinated by Campus Recycling, Surplus Property and University Housing and Dining. In 2017, over 50 volunteers donated approximately 250 hours of their time to make the event a success.





## **Initiative:** **CRITICAL TRAINING AND DEVELOPMENT**

Finance and Administration units promote social sustainability by helping to ensure that people are healthy and safe during their work at Oregon State. DFA units are responsible for delivering important training to all university employees (about 12,300 people in 2016-17), as well as providing for education specific to their roles. The DFA strengthens social sustainability by helping people increase professional skills and flourish in their careers.

The DFA's Critical Training and Development Initiative is focused on developing efficient and effective ways to deliver and track critical and mandatory training for all employees. We work to identify pathways and support for continued professional growth and career development.

### **Critical Training Committee**

The Critical Training Committee was established in 2016-17 to determine what training programs should be mandatory for all employees, and identify those that are critical for ensuring safety or legal compliance.

The committee conducted an analysis of the type and frequency of training programs to determine what gaps need to be filled. Critical trainings were identified as ethics, mandatory reporters, sexual harassment and discrimination, Title IX, Americans with Disabilities Act, Federal Medical Leave Act and IT security.

Organized by the Office of Human Resources, the Critical Training Committee is comprised of people representing a broad range of units and departments. They provide periodic updates to the Provost's Council and Board of Trustees.

### **Evaluation of Learning Management Systems**

A Learning Management System (LMS) is software that can centralize and automate the way Oregon State tracks employee training sessions, and that provides a modern delivery system that includes online training modules.

The LMS Committee, also convened by the Office of Human Resources, was established to determine the best way for Oregon State to track and deliver training content, working in parallel with the Critical Training Committee.

The committee researched and tested internal and external methods for delivering trainings. It is also considering systems that could track continuing professional education. The

### **Employee Learning Resources**

- *Find and register for a range of professional development classes at [Oregonstate.edu/training](http://Oregonstate.edu/training)*
- *The Office of Human Resources – Learning and Organizational Development offers scheduled and customized trainings for individuals and teams: [fa.oregonstate.edu/about-us](http://fa.oregonstate.edu/about-us)*

committee will make a recommendation for a university LMS systems by Fall 2017. It will continue to provide status updates to the Provost's Council and Board of Trustees.

### **Significant Unit-level Training in 2016-17**

Environmental Health and Safety presented trainings to over 6,000 attendees (principal investigators and researchers), covering such topics as animal handling, laboratory, water, fire, laser and biohazard safety.

Three public safety officers received 40 hours each of training on police bicycle patrol skills. Another three officers attended the Campus Public Safety Academy (conducted by the Western Association of Campus Law Enforcement Administrators). This program provides people new to higher-education public safety with 80 hours of training on professionalism, ethics, public conduct and more.

Facilities Services improved tracking of mandatory and optional safety trainings. It also increased the frequency of its departmental

trainings, greatly increasing employees' ability to prevent and respond to emergency situations.

Fifteen managers participated in a 3-month pilot Coach Leadership Skills program, hosted by Shared Services Business Centers, which included managers from Student Affairs. They learned how to coach staff members to problem-solve through collaboration, perform at their best and reach their full potential.

The OHR Clery Compliance Team is responsible for federal reporting of the university's crime statistics and producing the annual Security and Fire Safety report with policy data from all OSU campuses. In 2016-17, the Clery Team trained more than 1200 Campus Security Authorities in their reporting and compliance roles.

The Office of Human Resources' Learning and Organizational Development unit provided a number of university-wide trainings including:

- The Leadership Collaborative I class, which was transformed into a hybrid online and face-to-face delivery to include the Bend and Newport campuses. In 2016, 36 academic and professional faculty were trained in a range of leadership, modeling and staff development techniques. The 2017 cohort includes 34 Oregon State employees plus several participants from partner organizations.
- An in-depth online Customer Service course was developed for Information Services and will be delivered to the IS Client Services staff later in 2017.



## **Initiative:** **SAFETY AND READINESS**

Responsibility for health, safety and emergency readiness is shared by everyone in the Oregon State community. The DFA provides structured support and direction for a wide range of preparation and prevention efforts across the university. We strengthen operational sustainability by reducing negative impacts on the university's ability to deliver services during and after emergency events. We increase the university's social sustainability through a focus on people's safety and well-being.

With the Safety and Readiness Initiative, the DFA protects the safety of Oregon State community members by preventing and preparing for emergency situations. We ensure the safety of researchers through lab safety training and collaborative compliance measures. The DFA is enhancing its communication architecture to allow for efficient emergency response and business continuity planning.

### **Incident Management Team**

In 2016-17 Enterprise Risk Services, with support from the Vice President for Finance and Administration, formalized the Incident Management Team (IMT), which brings together leaders from all university functions to practice responding to a range of crisis situations.

By conducting training sessions and scenario drills regularly, IMT members learn how best to respond to disasters and emergencies, and how

to communicate effectively with emergency responders, such as police and fire fighters.

### **Focus on Increasing Lab Safety**

The Environmental Health and Safety (EH&S) team increased its activities in 2016-17 to continually improve safety in more than 2,700 active research labs across the university. Lab safety status reports are regularly provided to the Provost's Council and Board of Trustees.

Regular training programs and tracking systems were created for each lab to minimize the risks that researchers and students



encounter when working with potentially hazardous materials and situations.

The EH&S Lab Coat Program started in 2016-17 to provide a minimum of two personalized lab coats each for over 1,300 researchers. The coats are supplied, rotated and cleaned by a professional service, centrally funded by EH&S as an enhancement of the personal protective equipment program. EH&S plans to expand the lab coat program to experiment stations statewide.



Phase two of the lab safety program, implemented in 2016-17, included increased support for principal investigators through customized compliance support systems, developed jointly by EH&S and laboratory employees. Individualized organizing stations, chemical inventories, standardized materials labels and other tools make it easy for laboratory staff to stay in compliance with safety regulations.

Research that involves laser technology has increased in recent years, so EH&S formalized its laser safety program. In 2016-17, 185 faculty staff and students were trained on laser and x-ray safety. The program certified 124 new operators for Class 3B and Class 4 lasers.

- A new laser safety oversight committee was instituted in 2016-17 as part of the OSU Radiation Safety Committee. It develops university policies for laser safety and compliance, lab access, authorized use, and lab assessments.

### Public Safety Investments

The Department of Public Safety (DPS) focused on campus security in 2016-17, including the installation of pedestrian barriers to protect the

places people gather, such as the SEC Plaza and Parker Plaza. DPS increased the number of portable barriers available for traffic control and pedestrian safety during events.

The Department of Public Safety's infrastructure was updated in 2016-17, to ensure the safety of personnel and data systems. Computers and technology systems were upgraded for more efficient and consistent data-tracking and reporting. DPS also updated its visitor protocols and safety procedures.

DPS collaborated with Intercollegiate Athletics to install a backup dispatch station at Reser Stadium. It also serves as a secondary emergency response center, and allows DPS and Oregon State Police to operate during emergencies without disruption.

### Community Emergency Management

The Office of Emergency Management (OEM) promotes safety and readiness through a range of emergency preparedness trainings and bulletins. They manage OSU's emergency alert program. In 2016-17, they conducted 61 departmental safety presentations and distributed more than 30 emergency preparedness bulletins.

OEM conducted nine joint preparation exercises in 2016-17, working with emergency services to practice responding to different crisis situations. The teams also conducted a full-scale explosion event-reenactment, requiring numerous student and staff volunteers.

Last year, OEM focused on leading units through the development of emergency operations plans. To date, the university's Emergency Operations Plan and 38 department-level plans have been completed.

OEM is conducting an 18-month natural hazard mitigation study, which will show how well different campus buildings would withstand a range of natural disasters. The final report will be used to refine emergency, risk mitigation and business continuity plans.

### Managing Risk with Insurance

Risk Management works to ensure university assets are well-protected in a fiscally responsible manner. Risk Management staff educate and share tools with colleagues across

the university, so colleges and departments can appropriately insure their activities. Risk Management renewed over 36 insurance policies, covering everything from buildings to travel to deep-sea research equipment. In 2016-17 Risk Management, Capital Planning and Real Property began a detailed audit of the university's owned and leased properties. At the same time, they will collect photos to document building condition and add to historical archives. This inventory will be reviewed and updated annually.

### Community Safety Awareness Programs

In 2016-17, Transportation Services conducted a series of safety outreach campaigns, with the support of the Department of Public Safety, Oregon State Police, and the City of Corvallis.

The **Beavers Bike Safe** social media campaign during 2016-17 included a bike safety video featured on Facebook, reaching 13,000 viewers. The program promoted safe bike driving, helmet use, and bike registration programs.



The **Be Bright Be Seen** safety campaign in November 2016 featured giveaways of lights and reflectors in the MU quad, along with information about how pedestrians can make themselves most visible to drivers of cars and bikes. Approximately 300 people visited the event.

Each year, the University Motor Pool trains the SafeRide program's 60-70 student drivers in safe driving techniques. In 2016-17, a training video was produced and is available for student drivers to reference at any time.

The Motor Pool also offers 24-7 roadside assistance included with all its car rentals. It also provides safety tools and trainings for drivers of motor pool rental cars, including how

to change a flat tire and how to install tire chains for winter driving.

Transportation Services started a safety enhancement program in 2016-17, and improved lighting around parking lots and at Beaver Bus stops. Security cameras were added to the parking garage. It also collaborated with the Office of Equal Opportunity and Access to locate disabled-permit parking spots in higher concentrations near the core of the Corvallis campus.

### Other Significant Health and Safety Work

The Employee and Labor Relations team in the Office of Human Resources provides training to university employees designated as mandatory reporters for suspected child abuse and neglect. In 2016-17, ELR trained nearly 300 people in the details and procedures for reporting.

Enterprise Risk Services' Injury at Work Fund was established in 2016-17 to increase employee safety and reduce injuries and workers' compensation claims. It assists colleges and departments with funding qualifying safety improvements, such as equipment, training, or other safety related items.

Environmental Health and Safety adopted the Safety in Motion occupational training program, where people learn to make simple changes in the way they lift and reach, in order to reduce strains and sprains both at work and at home.

- Over 500 OSU employees participated in the program in 2016-17, and 22 people were certified as in-unit peer trainers.

In 2016-17, the Department of Public Safety (DPS) transitioned to a new bike registration system called 529Garage. Students and employees can register bike serial numbers into a national database for better and faster recovery of stolen bikes. They can upload photos and other details. DPS also offers security stickers for bikes to deter theft.

Facilities Services and Environmental Health and Safety continued progress on the Corvallis campus asbestos abatement program, with over \$165,000 in projects in 2017. Facilities Services has invested over \$757,000 in asbestos abatement since 2014.



## **Initiative:** **DIVERSITY AND RESPECT**

The DFA is committed to enhancing the diversity of Oregon State. Through this effort, we work to build social sustainability within an inclusive and equitable community that supports excellence in all its forms.

With its Diversity and Respect Initiative, the DFA is creating a culture that respects and values the unique contributions of individuals, adding to the richness of the community. We offer staff educational opportunities that help them identify specific techniques to increase inclusiveness, to become a community of fully engaged, collaborative and effective problem-solvers.

### **Outreach to Minority- and Women-owned Businesses**

Purchasing, Contracts and Materials Management (PCMM) together with Capital Planning and Development (CPD) continued to grow its outreach program for Minority-owned, Women-owned and Emerging Small Businesses (MWESB). They developed OSU's supplier diversity program three years ago and host a website to share information about OSU's MWESB program and promote various meetings and events.

Oregon State was a Gold Sponsor for the 2017 Governor's Marketplace. For the third year in a row, the team attended the Oregon Association of Minority Entrepreneurs (OAME) annual showcase. Since 2014, OSU's diversity outreach team has participated in monthly Salem Capital Connections (SCC) meetings, with a focus on making connections with state, regional and local agencies and small, diverse-owned firms.

In 2017, the supplier diversity team began working with the Budget Office's CORE group to refine data collection of expenditures related to minority-owned businesses. CPD also tracks and reports OSU's capital construction spending with underrepresented contractors.

### **Expanding Flexible Work Policies**

The Office of Human Resources (OHR) partnered with Academic Affairs to develop a workplace flexibility program to better meet individual employee's needs. It offers guidance to supervisors in working with individuals to develop mutually satisfactory work schedule and location adjustments.

Additionally, OHR developed a new paid parental leave policy that provides additional time off for parents of newborn and adopted children. Both policies go into effect in Fall 2017.

### **Inviting Diverse Perspectives**

The DFA leadership team developed a plan to increase diversity and inclusion awareness across the division in 2017-18.

The Vice President for Finance and Administration took part in Oregon State's ADVANCE program, which focuses on improving equity, inclusion, and justice for women and historically underrepresented groups at the institution.

His participation was a catalyst for increasing efforts within the DFA to address systems and cultures that may not encourage inclusive attitudes. This led to the formation of the DFA's Diversity and Respect Initiative, which includes policy updates and specific training expectations starting in 2017-18.

### **Increasing Educational Resources**

DFA directors, managers and others are attending the Office of Institutional Diversity's Social Justice Education Initiative (SJEI) workshops. A plan for all DFA employees to participate in the SJEI workshop or other awareness training programs goes into effect in Fall 2017.

Other division-wide plans are under development that will develop educational opportunities for staff, and provide resources for unit-level training and development efforts.



## **Transcending Initiatives:** **SUPPORTING STUDENT SUCCESS**

Though most of the DFA's work is behind the scenes, a primary responsibility is helping students have a successful and positive experience at Oregon State. We do this by building student support networks with colleagues in Academic Affairs, University Housing and Dining and other departments. The DFA provides financial services to assist students in managing the complex process of paying for college. DFA units also offer employment and experiential learning opportunities that give students real-world experience and skills to include on their resumes.

This student-focused responsibility informs and is incorporated into each of the DFA's six focused initiatives. Every DFA unit engages with students either directly or indirectly. Some specific activities that supported student success in 2016-17 are shared in this report.

### **Financial and Administrative Support**

#### ***Financial Student Care Team***

Business Affairs participated in the establishment of the Financial Care Team in Winter 2016, in partnership with Student Affairs and the Office of Enrollment Management. It is modeled after the multi-departmental OSU Student Care Team. A proactive approach to assisting students helps them overcome financial problems before they become a barrier to graduation. The new program formalized student assistance; it offers grants, emergency loans, help identifying work-study programs, and assistance with coordinating financial aid.

About 20 students have been referred to the Financial Care Team since its inception. Additionally, in the 2016-17 academic year, 1,553 emergency loans were provided to 844 students at the Corvallis and Bend campuses, totaling \$518,660 overall.



#### ***Better payment systems for student research participants***

Business Affairs assumed responsibility for processing fellowship stipends, formally

administered by the Research Office. In 2017, \$2.8 million in stipends were paid to over 230 fellows.

Business Affairs collaborated with the Research Office, Financial Aid, Undergraduate Studies, the Graduate School and the Office of Human Resources to update processes in order to simplify the way students who participate in research studies are compensated. The resulting streamlined system ensures the university and research programs stay in compliance with various regulations, and students receive payments more conveniently. In 2016-17, 193 undergrads participated in a research experience.

#### ***New ID card functionality***

The ID Center, part of Business Affairs, implemented a new ID card management system that integrates with University Housing and Dining information systems.

ID cards can now be used as a virtual ticket for university events like the Dam Jam music festival, providing more convenience and security for students.

Data from the new system also allows for better planning of various business operations, such as staffing levels at peak service times. Additional ID card uses and functions are under development for 2017-18.

#### ***Improved payment system for GRA health care***

Following 2016 labor negotiations with the Coalition of Graduate Employees, Business Affairs' payroll department dedicated a work

group to improve how graduate research assistants pay for health care premiums.

The resulting change allows these 9-month employees to purchase 12 months of health care, in order to receive full-time insurance coverage. The Payroll team's solution enabled graduate employees to transition to the new insurance premium costs without undue financial stress.

### ***Promoting student financial literacy***

Business Affairs continues its dedication to educating students about managing personal finances through its financial literacy program, now in its seventh year. Students gain knowledge in handling day-to-day financial matters and strategies for funding higher education.

### **Opportunities for student experience and skills development.**

Nearly every unit in the DFA hires student employees. They work as landscapers, administrative assistants, graphic designers, engineering interns and more. In 2016, the DFA employed about 215 students, providing them with valuable work experience and financial support.

Human Resources staff members regularly participate in mock interviews and offer resume-writing advice at college events, university career fairs and workshops.

Business Affairs and the University Shared Services Enterprise, together with the university's Office of Audit Services developed a pilot program in spring 2017 to offer students class credit while they gained experience as auditors.

- About 15 College of Business students reviewed and reported on records as part of regular OSU petty cash audits. With training and supervision, students modeled an entire professional audit, including conducting interviews, analyzing data and reporting on findings.
- University professionals from Business Affairs, the Treasury Office and the Office of Audit Services have also acted as guest-lecturers for audit and other business classes.
- With a formalized framework now in place, these business offices and faculty plan to expand these experiential learning opportunities and help students grow their professional skills.





## **Transcending Initiatives:** **BUILDING NEW LEARNING SITES**

As the university strengthens its presence across the state, DFA units collaborate with colleagues across the institution to build foundations for these programs. Developing the campus in Bend and expanding facilities at Newport is a broadly collaborative process that incorporates ideas, problem-solving, support and vision from all corners of Oregon State.

### **Expanding a Four-year Campus at OSU-Cascades**

The Tykeson Hall Dining/Academic Building and a new residence hall opened at OSU-Cascades in December 2016. Nearly every DFA unit supported the efforts of colleagues at the Bend campus as they expanded operations.

Administrative Services and the Budget Office were heavily involved in laying the early groundwork for project funding. Purchasing, Contracts and Materials Management (PCMM) and Capital Planning and Development (CPD) worked with OSU-Cascades staff in acquiring property and developing and constructing the new buildings.

Other units, including the Department of Public Safety, Risk Management, Business Affairs, Shared Services Business Centers and Transportation Services offer ongoing operational consultation and services to OSU-Cascades.

### **Laying the Groundwork for the Marine Studies Initiative**

The Marine Studies Initiative (MSI) is a new concept in interdisciplinary research and teaching that was launched in 2015. It will be based at OSU's Hatfield Marine Science Center in Newport.

The Agricultural Sciences and Marine Sciences Business Center dedicates staff to supporting a wide range of financial services to both Hatfield operations and to starting up the MSI financial systems.

Capital Planning and Development worked closely with Purchasing and Contracts and University Housing and Dining Services to begin the capital construction project of a future residence hall.

Design work has also begun on a \$50 million academic building for MSI that will be built to withstand a 9.0 earthquake and allow occupants to shelter in place during an associated tsunami.

### **Constructing Regional Class Research Vessels**

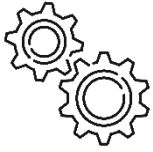
In 2015, Oregon State was awarded a \$365 million grant by the National Science Foundation (NSF) to design and construct three Regional Class Research Vessels, which will be launched in 2020. These next-generation ships will advance the nation's coastal science.

DFA units worked closely with the Research Office and the College of Earth, Oceanic, and Atmospheric Sciences in 2016-17 to complete phase two of the project, which culminated in the selection of a shipyard where the ships will be built to OSU's design specifications.

A project of this magnitude required a great deal of coordination and attention to federal requirements. Purchasing and Contracts, Business Affairs and other teams ensured that OSU's processes complied with the terms of the NSF grant. They also negotiated the construction contract with the shipyard.

### **Addressing Underserved Regions in Oregon**

In 2016-17, the Vice President for Finance and Administration and other division leaders collaborated with the Provost and academic leadership in developing ways to better serve the people of Oregon. They created initial strategies for platforms that will enable OSU to deliver educational programs to more areas of the state.



## ***Transcending Initiatives:*** **UNIVERSITY SERVICE**

DFA employees enjoy opportunities to go above and beyond their job duties in service to the larger mission and goals of the university. Some of these efforts come with our jobs and others are voluntary. All of them are done in the spirit of upholding the shared values of the Oregon State Community.

DFA employees participate on a broad range of university-level committees and work groups, including the President's Commission on Children and Families, and the Faculty Economic Welfare and Retirement Committee. Our work in service to the university transcends the six focused initiatives.

### **Coordination with Oregon Public Universities**

The Vice President for Finance and Administration coordinates certain fiscal and business matters with Oregon's six other public universities. This effort is overseen by the Oregon Public Universities Council of Presidents and includes the support of other senior administrators and DFA unit directors.

The vice presidents for finance and administration at Oregon universities work cooperatively to advance common institutional missions and goals, particularly related to public funding matters. A primary focus is developing a consolidated operating funding request and a consolidated request for publicly-financed capital projects, in a biennial process managed by the State's Higher Education Coordinating Commission.

Capital Planning and Development staff also worked with other universities to recommend updates to the State's deferred maintenance policy. The change allows more flexibility in the way universities utilize state-funded building maintenance accounts.

### **Supporting the Annual Commencement Celebration**

Many DFA units participate in the university's planning and coordination of the annual commencement ceremony. In 2017, 22,000 guests visited campus for the event.

The Department of Public Safety and the Oregon State Police engaged in the university's logistics planning in the months prior to the event to ensure the safety of visitors on campus. Among other duties, they inspected the graduate parade route for safety, closed

roads and provided crowd management during and after the event.

Facilities Services staff also participated in event planning efforts. Facilities staff beautified the entire campus, particularly along the parade route, and they coordinated event set-up, including preparing the stadium and providing special electrical support.

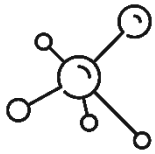
Facilities assisted Public Safety with security preparations such as placing traffic barriers, removing garbage cans and clearing routes of travel. Facilities Services also coordinated with building contractors to ensure there were no loud disturbances during the ceremony.

Facilities Services staff members volunteer to drive golf-cart shuttles from parking areas to the stadium for guests with physical limitations.

Transportation Services' entire staff was on hand to manage guest parking, direct traffic, answer questions and help people get on and off campus safely.

Enterprise Risk Management participated in commencement planning to identify and mitigate possible risks to visitors on campus. Recycling Services increases its support to handle the influx of visitors. PCMM managed contracts related to the event, and negotiated the provision of free bottled water for graduates.

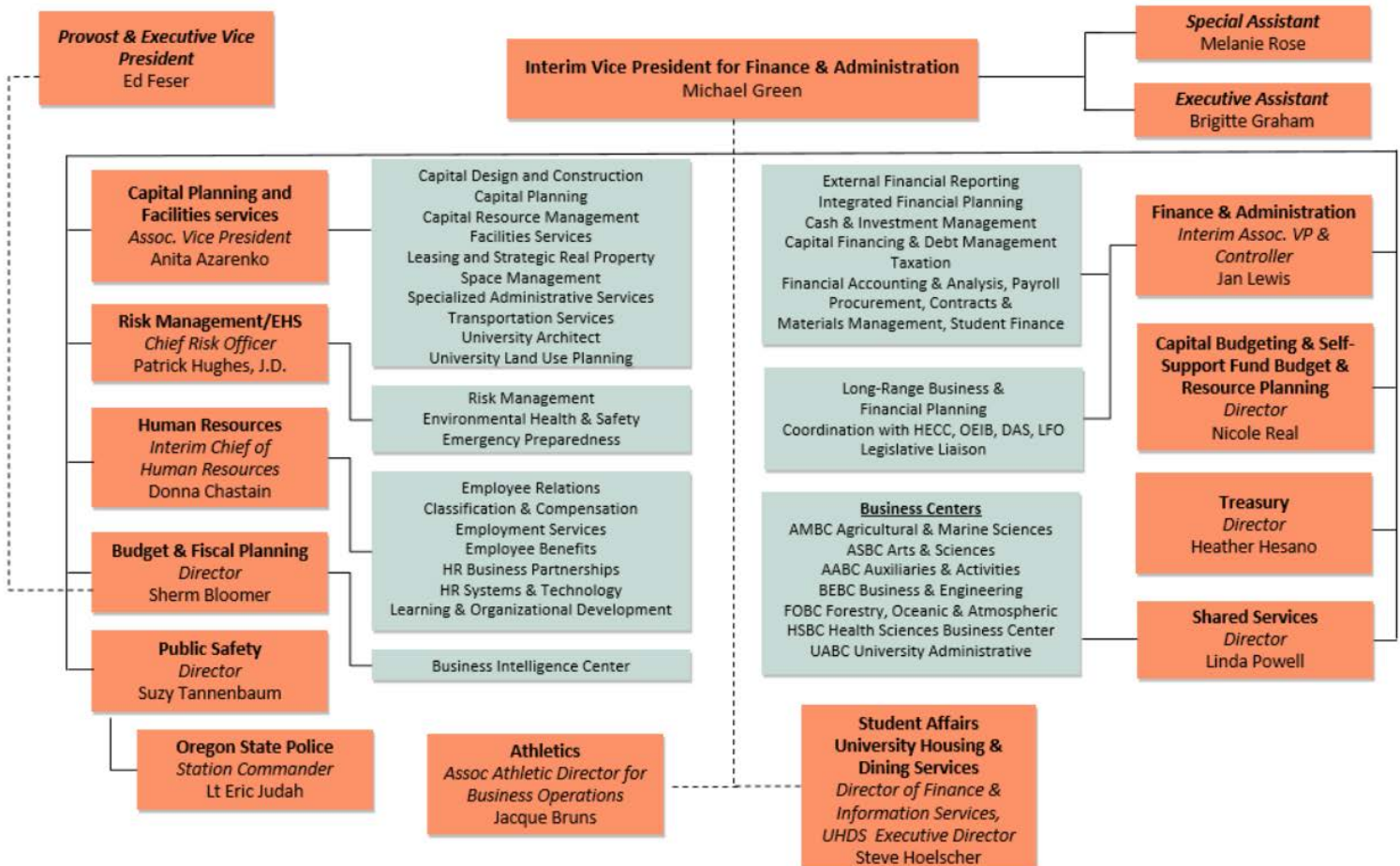
Business Affairs was able to solve an emergency request for a merchant setup in the weeks before 2017 commencement. This fast response allowed the setup of an online portal for students and their families to order customized commencement programs.



# About the Division of Finance and Administration

## Business and operations units

### Organizational Structure



### Changes to Office of Human Resources Reporting Structure

In 2016-17, the vice president established a steering committee of campus leaders to oversee a review of the delivery of human resources (HR) services. It included extensive stakeholder interviews (150 faculty and staff and 24 customer focus groups), and research into successful models and best practices at peer institutions.

Following the review, the HR reporting structure was reorganized so that HR staff within Business Centers now report directly within the central Office of Human Resources. A Business Partnership model was instituted, with a focus on responsive and consultative service to community partners. HR Business Partnership Managers will continue to

collaborate with Shared Services Business Centers finance and accounting managers to help ensure seamless operations.

Another goal of the HR review was to identify preferred qualifications for the next Chief Human Resources Officer (CHRO). Donna Chastain has been serving as interim CHRO and successfully implemented the shift to the HR Business Partnership model. The CHRO search (previously delayed pending the outcomes of the HR review) is currently underway.

### Transportation Services Rejoined DFA

In January 2017, Transportation Services rejoined the Division of Finance and Administration after a temporary reporting reassignment in 2015-16. The department is comprised of Parking, Motor Pool, and



Transportation Options, which supports driving alternatives, including biking, carpooling and public transit.

Transportation Services joined a reporting unit that includes Capital Planning and Development (including the Sustainability Program), Facilities Services, and Specialized Administrative Services. These groups are collaborating closely on the care and development of university infrastructure.

### **New Associate Vice President for Capital Planning and Facilities Services**

Anita Azarenko was selected as Associate Vice President for Capital Planning and Facilities Services in August 2016, after leading the unit as Special Assistant to the Vice President since September 2015. The unit now includes Transportation Services.



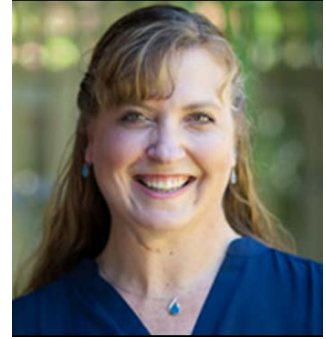
With 30 years of experience at Oregon State University, Ms. Azarenko began her career in 1986 as an Assistant Professor of Horticulture. She became a Full Professor in 1997 and then subsequently served as the Department Head of Horticulture from 2003-2012. She provided leadership for a statewide program in teaching, research and Extension that consisted of approximately 45 faculty members, over 20 research assistants/associates, 35-45 graduate students and more than 200 undergraduate students. She was also responsible for overseeing 250 acres of local research farms.

Ms. Azarenko was recognized for her leadership skills with the College of Agricultural Sciences Roy Arnold Leadership Award, Women's Leadership Through Science Award, and Award for Excellence in Organic Policy Leadership. In 2012, she joined the Graduate School as the Associate Dean. Her major achievements were focused on graduate program assessment and soft skills curricula

### **New Director of Public Safety**

After an extensive search in 2017, Suzy Tannenbaum joined Oregon State as Director of Public Safety in July. Ms. Tannenbaum has 25

years of traditional policing experience, which includes 23 years as a trainer of public safety techniques. She also spent 5 years as a higher-education public safety administrator, most recently at Oregon Health and Science University's police department. She holds a bachelor's degree in criminology, a certificate in public management, and has over 3,600 hours of public safety law enforcement training.



Throughout 2016-17, the Department of Public Safety was led by Tim Brewer, a 25-year veteran police officer who took the role as an interim position during OSU's search. He brought extensive experience in managing patrols, public relations, budget management and policy development.

### **New Director of Treasury**

Heather Hesano joined the university in February 2017 as Director of Treasury. In this role, she manages the university's cash flows, investments and debt.



Ms. Hesano, a Certified Treasury Professional, works closely with Business Affairs staff, the Budget Office, the university's financial advisors and other partners to develop cash-management policies, oversee internal bank operations, and make fiduciary recommendations to the Vice President of Finance and Administration. She also works with the Budget Office to incorporate treasury analysis and reporting into the university's ten-year business strategy and other fiscal management tools.

Ms. Hesano earned a bachelor's degree in accountancy from Western Michigan University. She brings 20 years of private-sector experience in accounting, treasury and financial operations to the university.



## Awards and Recognition

### *Celebrating outstanding employees and teams*

A number of DFA employee contributions to the university community were celebrated by outside groups in 2016-17. The division also recognized exemplary efforts by employees during its annual awards ceremony in July.

### External Recognitions

#### **Tree Campus USA**

The Arbor Day Foundation has designated Oregon State as an official Tree Campus USA every year since 2008. The Facilities Services Landscape team, led by Bill Coslow, was recognized in 2017 for excellent forestry management, fostering the health of urban forests, and offering service and learning opportunities for students.

#### **Landscape Team earns "Our Hero" Award**

OSU's Professional Faculty Leadership Association (PFLA) presented the Facilities Services Landscape team with the "Our Hero" award in June 2017. The PFLA recognized and shared their appreciation of the team's dedication to maintaining a beautiful and functional campus in all types of challenging weather conditions and other situations.

#### **State of Oregon's Gold Star Certificate for accounting**

Business Affairs' Financial Accounting and Analysis group, led by Mark Fryman, received a 2016 Gold Star Certificate from the State of Oregon's Chief Financial Officer. The award recognized well-maintained and accurate recordkeeping, timely communication, and attainment of fiscal performance goals.

#### **Gold-level bike-friendly designation**

The League of American Bicyclists recognized OSU as a Gold-level Bicycle Friendly University, one of only 12 universities in the United States that has achieved this level. Transportation Services, led by Meredith Williams, was recognized for supporting a healthy biking community.

It provides amenities such as ample bike parking, bike lockers, bike fix-it stands, and an on-campus bike shop. It also offers a bike loan program, bicycle safety training, and bicycle registration services.

#### **Gold STARS for sustainability**

Brandon Trelstad led the Office of Sustainability as it won a 2016 Gold Rating from STARS, the Sustainability Tracking, Assessment & Rating System, for the fifth time since January 2011. STARS is a peer-reviewed criteria and tracking system that uses standardized indicators to measure universities' progress toward sustainability goals.

#### **OSU's exemplary classified staff member**

At the 2017 University Day, DFA staff member Alan Rudisill will be presented with the university's 2016-17 Exemplary Classified Employee award. Mr. Rudisill, an accountant with the Forestry and Oceanic Business Center, was recognized for his customer service, service to the university, leadership, problem-solving and teamwork.

### Annual Division Award Recipients

**Teamwork Award:** The Office of Sustainability, led by Brandon Trelstad and staffed by Leticia Cavazos and student employees.

**Outstanding Student:** Kaitlin Leeper, Cashier's Office in Business Affairs

**Innovation Award:** Jessica Jackson, Fiscal Coordinator at the Agricultural Sciences and Marine Sciences Business Center

**Customer Service Award:** Cindy Myers, Human Resources Consultant partnering with Agricultural and Marine Sciences Business Center

**Leadership Award:** Donna Chastain, Interim Chief Human Resources Officer

**DFA All-Star:** Stuart Larson, Electrical Supervisor, Facilities Services

# Finance and Administration

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ensuring **SUCCESS** every day!

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