# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TABLE OF CONTENTS</td>
<td>2</td>
</tr>
<tr>
<td>LETTER FROM THE SVP</td>
<td>3</td>
</tr>
<tr>
<td>GUIDING PRINCIPLES</td>
<td>4</td>
</tr>
<tr>
<td>FINANCE AND ADMINISTRATION</td>
<td>5</td>
</tr>
<tr>
<td>FACILITIES MANAGEMENT &amp; SAFETY</td>
<td>7</td>
</tr>
<tr>
<td>ARCHITECTURE, DESIGN &amp; CONSTRUCTION</td>
<td>9</td>
</tr>
<tr>
<td>FACILITIES OPERATIONS</td>
<td>11</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>13</td>
</tr>
<tr>
<td>SUSTAINABILITY</td>
<td>15</td>
</tr>
<tr>
<td>TRANSPORTATION &amp; PARKING SERVICES</td>
<td>17</td>
</tr>
<tr>
<td>UNIVERSITY PLANNING</td>
<td>19</td>
</tr>
<tr>
<td>REAL ESTATE</td>
<td>21</td>
</tr>
<tr>
<td>AIRPORT</td>
<td>22</td>
</tr>
<tr>
<td>MAIL, MOVING &amp; SURPLUS AND PRINTING SERVICES</td>
<td>23</td>
</tr>
<tr>
<td>CHANGE MANAGEMENT &amp; COMMUNICATION</td>
<td>25</td>
</tr>
<tr>
<td>BUSINESS SERVICE CENTER</td>
<td>27</td>
</tr>
<tr>
<td>FOUNDATION ACCOUNTING</td>
<td>29</td>
</tr>
<tr>
<td>INVESTMENTS</td>
<td>30</td>
</tr>
<tr>
<td>BUDGET PLANNING &amp; ANALYSIS</td>
<td>31</td>
</tr>
<tr>
<td>TREASURY MANAGEMENT</td>
<td>32</td>
</tr>
<tr>
<td>FINANCE</td>
<td>33</td>
</tr>
<tr>
<td>FINANCE CONTINUED</td>
<td>34</td>
</tr>
<tr>
<td>BURSAR</td>
<td>36</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>37</td>
</tr>
<tr>
<td>RISK MANAGEMENT &amp; INSURANCE</td>
<td>39</td>
</tr>
<tr>
<td>TAXATION</td>
<td>40</td>
</tr>
<tr>
<td>INFORMATION TECHNOLOGY</td>
<td>41</td>
</tr>
<tr>
<td>POLICE DEPARTMENT</td>
<td>43</td>
</tr>
<tr>
<td>DIVISION ROADMAP</td>
<td>45</td>
</tr>
</tbody>
</table>
LETTER FROM THE SVP

DEB SHAFFER

On behalf of the entire division, I’m pleased to present the FY19 Annual Report for Finance and Administration. This is the first year this report has been issued, and we intend to continue publishing in future years to document the work we accomplish, our resources and staffing, key operational and performance metrics, and the important role we all play in supporting our institution. This will be a public document, and something we intend to refer to in telling the story of our division.

I am very proud of the work we do as a division, and our accomplishments are a result of the hard work and leadership shown by employees at all levels of our organization. I want to extend a sincere thank you to the employees of the division who have helped us continue to improve and provide essential services to Ohio University.

Looking ahead, our division will remain focused on providing efficient, valued services to the University community. In each of our departments, we should be thinking about how we leverage technology to support our processes or our customers. We will continually be evaluating our organizational structure to ensure we have the right positions to meet our evolving needs. We will continue our engagement efforts across campus to ensure we listen to input from our constituents and we effectively communicate to drive necessary change.

I hope you find our Annual Report insightful and valuable. Please feel free to provide input on the format or content of the report by sending me an email.

Sincerely,

[Signature]

Finance and Administration Annual Report: 2019
GUIDING PRINCIPLES

As part of the Division planning process each year, Finance & Administration (VPFA) identifies new goals to help us advance our strategic initiatives. These goals may be unique for the year or are sometimes multi-phased initiatives that cross multiple years; however, VPFA relies on four guiding principles for developing this strategy. By setting goals in alignment with these four principles, VPFA ensures focus to our mission: a commitment to employ best practices to be a strategic partner, service provider, and resource steward to the university community in support of the University’s vision and mission.

The first of these principles is to **enhance efficiencies through business processes**. Proper documentation and examination of existing business process for potential opportunities to create efficiencies is key to building efficient support services. An integral part of advancing Division strategy is to identify possible methods of doing work differently, not only to be able to provide a better service but also to accommodate new work as it arises. The Division seeks to analyze and improve its business processes on a continuing basis to ensure every support unit is working in the most efficient manner.

Next is the principle that commits to **improving efficiencies by leveraging technology**. Like business processes, technology can be utilized to create efficiencies in the way work is performed. The Division sets goals that support forward-thinking technology and keep our workforce engaged in a modern technology environment. Return on investment analysis is key to ensuring that technology selected will help increase efficiency without sacrificing the services provided to support the academic mission.

**Elevating customer service levels** is the third guiding principle. As the complexity of systems and processes advances in response to the ever-changing requirements surrounding the University, Finance & Administration is committed to advance such change with parallel advancements in customer service levels. The Division exists to serve the academic mission and the way those services are provided is important. Goals that intend to advance the University should always aim to provide equal to, if not better, customer service levels as such changes are implemented.

The final principle is ensuring **alignment with the President’s strategic pathways and priorities**. As the Division mission is to provide services to support the academic mission of the University, Finance & Administration analyzes its goals to ensure support of the President’s strategy.

ACCOMPLISHMENTS

As part of the Division planning process each year, Finance & Administration (VPFA) identifies new goals to help us advance our strategic initiatives. These goals may be unique for the year or are sometimes multi-phased initiatives that cross multiple years; however, VPFA relies on four guiding principles for developing this strategy. By setting goals in alignment with these four principles, VPFA ensures focus to our mission: a commitment to employ best practices to be a strategic partner, service provider, and resource steward to the university community in support of the University’s vision and mission.

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FINANCE AND ADMINISTRATION

MISSION
The Ohio University Finance and Administration Division (VPFA) will advance the mission of Ohio University by delivering to the University community guidance, expertise, and services that are valued, effective, efficient, and that demonstrate highly responsible stewardship of the University's resources.

VISION & VALUES
The Ohio University Finance and Administration Division will employ best practices to be a strategic partner, service provider, and resource steward to the University community in support of the University’s vision and mission.

Our actions are characterized by these values:

- **Competence & Professionalism**: Responsibly providing valued service, representation, and expertise
- **Ethical Behavior**: Leading by example through honesty, respectfulness, and understanding of the impact to the community
- **Positive, Safe Environment**: Promoting the highest regard for protecting personal well-being, inclusiveness, and diversity
- **Effectiveness in Communication**: Participating in constructive dialogue and open exchange among all constituents
- **Integrity**: Striving for consistency between our values and actions

ORGANIZATIONAL STRUCTURE
Building upon a proud heritage of quality staff and services, Facilities Management & Safety will become a benchmark organization recognized for superior customer service and outstanding stewardship of the campus environment. In doing so, we will preserve our historic university by developing our staff, continuously improving our processes, and team together to overcome all challenges.

**Organization**

Facilities Management & Safety (FM&S) encompasses Architecture, Design and Construction services, Facilities Operations, Safety, Sustainability, and Emergency Management. The unit serves all facilities on the Athens campus, where more than 24,000 students and over 4,000 employees occupy over 8 million gross square feet, 200 buildings and 1,800 acres of land dedicated to learning, research, dining, housing, intercollegiate athletics, recreation and other activities.

FM&S staff includes 464 people: a Senior Associate Vice President, an Executive Director, eight Directors, one Associate Director, four Assistant Directors, 36 managers, and affiliated administrative and technical personnel. The majority of the classified staff is covered under collective bargaining agreements.

**ACCOMPLISHMENTS**

- Successfully merged Architecture, Design and Construction into the FM&S team.
- Re-established an employee of the month program; recognize 3 bargaining unit and 1 administrative/classified each month.
- Teamed with HR to provide sensitivity training to improve awareness of attitudes and behaviors that may inadvertently cause offense to others to 82% of the FMS staff; expect to complete the remained of the staff by July, 2019.
- Provided OSHA 10-hour training to 85% of FMS staff members.
- Architectural, Design and Construction and Facility Operations teamed to execute the first scheduled campus-wide power outage in over a decade. This initiative improved system resiliency and addressed preventative maintenance on critical infrastructure.
- Executed several continuous process improvement events with campus partners to improve day-to-day efficiency.
SAFETY

To provide, so far as possible, a safe and healthy environment in which to work and conduct teaching, research, and learning.

Organizational Changes
Consolidated Laboratory & Radiation Safety with Environmental Health and Safety and hired Director of Safety.

ACCOMPLISHMENTS

- Completed annual summary of work-related injuries and illnesses and submitted to PERRP and Bureau of Labor Statistics.
- Successfully passed a State Audit of the Radiation Safety Program.
- Launched Overexertion/Back Safety Program to reduce lost time injuries.
- Relaunched ergonomics program.

LOOKING AHEAD

- Improve metrics to identify trends in incident/accident data to direct resources and reduce lost time injuries.
- Continue realignment of tasks/workloads through cross-training and staff realignment to improve efficiency and service.
- Increase training and awareness on safety related issues through improved delivery (e.g. website, online training).
- Concentrate on hazardous waste and radioactive waste minimization by promoting substitution and quantity reduction.
- Increase support to regional campuses sharing resources in training and staff expertise.

KEY PERFORMANCE INDICATORS

<table>
<thead>
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<th></th>
<th>CY17</th>
<th>CY18</th>
<th>CY19</th>
</tr>
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<tbody>
<tr>
<td>Recordable Injuries</td>
<td>46</td>
<td>38</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>FM&amp;S</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Recordable In</td>
<td>80</td>
<td>69</td>
<td>-</td>
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<td></td>
<td>Inj</td>
<td></td>
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EMERGENCY RESPONSE

Emergency Management and Business Continuity Planning foster prevention, preparedness, response, recovery, and mitigation activities to protect our campuses from the adverse effects of disaster, relying on multi-discipline collaboration, cooperation, and coordination, all to support the University’s teaching, research, and public safety mission.

ACCOMPLISHMENTS

- 13 Tabletop Exercises with 221 participants.
- 8 Brown Bag Lunch and Learn Sessions with 82 participants.
- Co-Sponsored 21 ALICE training sessions with 452 participants.

LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives:

- Engage Academic Units in Business Continuity Planning.
- Increase participation at Brown Bag Lunch and Learn sessions.
- Update Emergency Operations Plan for all campuses.

BUSINESS CONTINUITY PLANS

Current

Due For Review

In Progress

Complete

In Review
ARCHITECTURE, DESIGN & CONSTRUCTION

Architecture, Design and Construction (ADC) provides the Ohio University main campus and five regional campuses with design and construction management services as well as technical expertise that incorporate the best practices in campus design and green building development.

Organizational Changes
Effective July 1, 2018, ADC joined Facilities Management & Safety and reports to the Chief Facilities Officer.

ACCOMPLISHMENTS

In late FY18, ADC implemented e-Builder for use as our project management software suite. We’ve used the software for a year now and have identified and utilized multiple process improvements to more efficiently execute capital projects.

In an effort to improve customer support, ADC leadership implemented a project satisfaction survey and other key operational metrics in FY19. This data is analyzed and feedback is provided through team meetings in order to identify strengths and opportunities for improvement within the team.

Initiated in 2018, the Architectural Design Advisory Council (ADAC) is an advisory body responsible for reviewing and approving exterior designs for architectural/historic/landscape compatibility for all Ohio University properties. ADAC combines community professionals and University representatives in a framework for independent design review of projects. The council met several times in 2018 to review and approve plans for facilities such as the new Heritage College of Osteopathic Medicine (HCOM) facility, the East-side Chill Water Plant, Konneker Alumni House renovation, 29 Park Place renovation, and others.

In FY19, ADC completed the following projects valued at over $1M:
- Ellis Hall Renovation: features key sustainability efforts and accessibility upgrades
- Sook Academic Center
- Hwa Wei Lee Roof/Exterior Upgrade
- OUZ Herrold Rehab Nursing
- Tiffin Hall Bathroom Upgrades
- Copeland Hall Roof Replacement
- Pickering Bathroom Upgrades
- Convocation Center Videoboard Installation
- Tiffin and Perkins Hall Roof Rehabilitation
- Shively Dining Hall Refresh
- 2018 Steam Repairs
- Permanent Campus Boilers
- Bryan Hall Bathroom Upgrade

Architecture, Design and Construction (ADC) provides the Ohio University main campus and five regional campuses with design and construction management services as well as technical expertise that incorporate the best practices in campus design and green building development.
Recognitions

“I was extremely happy throughout with the support and approach of the project management and was impressed with the design and architecture team. This was a very successful project.”

– Quote from Client Survey

**KEY PERFORMANCE INDICATORS (KPI)**

**Project Manager Satisfaction rating above 6.** A rating of 6 or higher corresponds with positive affirmations about the project manager’s actions. Current FY19 rating is 6.16.

**Project satisfaction rating above 4.5.** The goal of 4.5 falls between somewhat satisfied (4) and extremely satisfied (5). Current FY19 rating is 4.19.

**KPIs across FY17-FY19**

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19*</th>
</tr>
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<tbody>
<tr>
<td>Total active projects</td>
<td>-</td>
<td>342</td>
<td>298</td>
</tr>
<tr>
<td>Major projects</td>
<td>-</td>
<td>48</td>
<td>42</td>
</tr>
<tr>
<td>Other projects</td>
<td>-</td>
<td>294</td>
<td>256</td>
</tr>
<tr>
<td>Active projects budget</td>
<td>-</td>
<td>$448.0M</td>
<td>$405.8M</td>
</tr>
<tr>
<td>New projects started</td>
<td>75</td>
<td>85</td>
<td>79</td>
</tr>
<tr>
<td>Capital expenditures (under management)</td>
<td>$96.8M</td>
<td>$58.4M</td>
<td>$55.2M</td>
</tr>
</tbody>
</table>

*Forecasted

**LOOKING AHEAD**

In FY20, ADC will continue to provide Ohio University with Design and Construction Management expertise while focusing on improving customer support, streamlining internal processes, and reducing expenses to align with a decreased institutional capital spend.

Additionally, ADC will continue to administer construction of several transformational projects including the new Chemistry Building ($42.6M) and Ridges 13, 14, 18 renovation ($15.3M), while also starting construction on the new Heritage College of Osteopathic Medicine facility ($65M) and Chilled Water Plant 3 ($31.57M).

**Construction Project Schedule**
https://www.ohio.edu/sites/default/files/sites/facilities/architecture-design-construction/files/Project%20Schedule%20Update.pdf

**Construction Project List**
https://www.ohio.edu/sites/default/files/sites/facilities/architecture-design-construction/files/Project%20Status%20Update.pdf
FACILITIES OPERATIONS

Provides a broad portfolio of facility related services to over 8 million square feet of space. Services include corrective and preventative maintenance, custodial and grounds services, utility generation and distribution.

_Pictured Left: Anthony Pennington and Denton Guthrie of the Facilities Operations Carpenter Shop repairing the roof at Jennings House. All renovations at Jennings House were performed by in-house staff._

ACCOMPLISHMENTS

Facilities Operations achieved success by leveraging technology, reviewing operational processes, addressing the backlog of deferred maintenance, and investing in training and tools.

While maintaining operational activities, we completed the following initiatives in FY19:

- **Developed people** by having 50% of FMS management staff take a Lynda.com on-line leadership course of at least 6 hours or an equivalent course through a trade conference or on-site offering.

- **Improved Preventive Maintenance** execution by executing 7% more hours on preventive maintenance tasks than in FY18, and worked toward reducing work order backlog to 6 months or less.

- **Improved prioritization of deferred maintenance and capital investment plans** by completing 40 building assessments. These increases in preventative maintenance decrease corrective maintenance costs.
  - Our staff participated in the inspection process in partnership with Architecture, Design and Construction and created work orders to address immediate needs.

- **Strengthened safety and reliability of electrical infrastructure** by increasing substation capabilities and optimizing fuse sizing during the winter break closure.

- **Improved steam infrastructure efficiency, cost and reliability** by addressing leaks throughout the system and replacing failing equipment.

- **Created $33,750 in efficiencies in custodial services** through the initial implementation of the Six Sigma Time clock project. Additional installs coming in FY20

- Made strides toward migrating from an inefficient, centralized hot water loop to building-based domestic hot water systems, improving service delivery and customer satisfaction while reducing outages and costs.

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**Hours of Operation (across varied shifts)**

<table>
<thead>
<tr>
<th>Maintenance &amp; Operations</th>
<th>M-F: 6:00 AM – 11:30 PM, Sat: 7:30 AM – 4:30 PM &amp; Sun: 6:00 AM – 11:30 PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heating Plant:</td>
<td>Mon – Sun: 6:00 AM – 10:00 PM</td>
</tr>
<tr>
<td>Custodial:</td>
<td>24/7</td>
</tr>
<tr>
<td>Residential Custodial Services:</td>
<td>M-F: 6:00 AM – 9:30 PM, Sat – Sun: 6:00 AM – 3:30 PM</td>
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Highlights

Achieved Tree Campus USA certification for 3rd consecutive year (2016, 2017, 2018)

Re-Established Employee of the Month Program; first in 13 years.

For 3rd year, Facilities Operations cost per GSF remains below peer average.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19*</th>
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<tbody>
<tr>
<td>Customer satisfaction rating</td>
<td>4.53</td>
<td>4.63</td>
<td>4.64</td>
</tr>
<tr>
<td>Average age (days) of work order backlog</td>
<td>1017</td>
<td>519</td>
<td>506</td>
</tr>
<tr>
<td>Work order backlog</td>
<td>1,878</td>
<td>1,947</td>
<td>1,687</td>
</tr>
<tr>
<td>Custodial Cost per sqf.</td>
<td>1.898</td>
<td>1.987</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance Cost per sqf.</td>
<td>1.139</td>
<td>1.173</td>
<td>-</td>
</tr>
<tr>
<td>Tons of Organic Waste Composted at Class 2</td>
<td>983</td>
<td>854</td>
<td>-</td>
</tr>
<tr>
<td>Tons of Traditional Recyclables Collected</td>
<td>1369</td>
<td>1256</td>
<td>-</td>
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</table>

Percentage of hours spent on completed work orders

<table>
<thead>
<tr>
<th></th>
<th>Preventative Maintenance Hours</th>
<th>Corrective Maintenance Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>17%</td>
<td>83%</td>
</tr>
<tr>
<td>FY18</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>FY19*</td>
<td>32%</td>
<td>68%</td>
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Exp. Budget & FTE by FY

<table>
<thead>
<tr>
<th>FY19</th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$31.9M</td>
<td>403</td>
<td></td>
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</tbody>
</table>

FMS Metrics Report - www.ohio.edu/facilities/kpi

* Forecasted

LOOKING AHEAD

In FY20, Facilities operations will maintain current operational activities and focus on the following initiatives:

- Continue to invest labor in Preventive Maintenance to decrease Corrective Maintenance needs and reduce our work order backlog to less than 6 months.
- Custodial Services completed selection of a computer work loading and quality control system and will begin implementation across campus.
- Grounds Services will continue investing in equipment to maximize efficiencies in daily operations and reduce labor for seasonal activities such as leaf collection and snow removal and treatment.
- Zero Waste and Recycling will maintain its efforts to achieve diversion goals pursuant to the Presidential Climate Agreement.
- Utilities Maintenance will continue to leverage our annual steam and electric outages to repair, update, and increase the overall reliability of utility distribution.
- Building Trades will renew renovation efforts to building envelopes with work on Trisolini, 35 Park Place, and other small houses.
- Continue to strive to improve customer service through feedback metrics.
Utilities achieves excellence by safely, efficiently, and sustainably providing the procurement and distribution of steam, chilled water, domestic hot water, and electricity to campus. Our Geospatial group provides utility locates and GIS services.

Accomplishments
Utilities has made substantial achievements at our Lausche Heating Plant to ensure safer, cleaner, and cost effective operations. These include conversion from coal to gas, modernizing combustion controls, improving water treatment, and upgrading industrial instrumentation.

Ohio University Greenhouse Gas Emissions
(MT eCO2 by Fiscal Year)

Notes:
- Scope 1 = emissions from natural gas, propane, gasoline, diesel, jet fuel and fertilizers used
- Scope 2 = emissions from purchased electricity
- Scope 3 = emissions from faculty, student and staff commuting, financed travel, landfill waste, wastewater treatment, purchased paper (FY17-18 only), and transmission & distribution losses
- FY18 emissions are 6% higher than FY17 due to increases primarily in reported faculty and student commuting
Athens Campus Total Normalized Energy is determined by adjusting energy usage according to heating and cooling degree day data experienced. This converts the data from all the years to be compared against a typical weather year. Notice the HDD+CDD line and how much the weather can change from year to year.

After adjusting for weather, we create an Energy Utilization Index (MMBTU/GSF) by divide normalized weather by GSF to account for changes encountered in space usage.

After normalization, we can see the decrease in energy used in FY16 and FY17 from primarily using temporary gas boilers instead of coal. Then again in FY18 and FY19 we see another drop when we brought the permanent gas boilers online to replace the temporary gas boilers.

Athens campus utilities purchased, not inclusive of dining and housing
SUSTAINABILITY

Facilitates the implementation of the Ohio University Sustainability & Climate Action Plan by providing services and support to the campus community and ensuring fulfillment of institutional commitments to environmental, social and economic well-being.

ACCOMPLISHMENTS

While maintaining operational activities, we completed the following initiatives in FY19:

- Started the update of the 2011-12 Ohio University Sustainability and Climate Actions plans
- Underwent a significant restructuring to create sustainability engagement ecosystems (“Sustainability Hubs”) comprised of faculty, students, community and staff, and a new OHIO Sustainability Committee. Three faculty members were appointed following a competitive application and now serve as the Hub coordinators. This restructuring was funded through the abolishment of 1 full time administrative position within Sustainability.

NEW SUSTAINABILITY STRUCTURE

Hub Coordinators

Administration Hub: Ryan Fogt, Geography
Infrastructure Hub: David Bayless, Mechanical Engineering
Living Hub: Theresa Moran, Food Studies
In FY20, the Office of Sustainability expects to see results from the FY19 restructuring efforts and to achieve goals with the additional support provided by our new Hub Coordinators.

- Finalize an updated Sustainability and Climate Action Plan, and launch, advance or continue initiatives which align with each category of the updated plan.
- Reach all goals for the first year of the Sustainability Hubs:
  - Achieve an AASHE STARS Gold rating
  - Fulfill annual requirements for institutional sustainability commitments;
  - Further develop the triple bottom line business case for sustainability at Ohio University.
TRANSPORTATION & PARKING SERVICES

Providing safe, accessible and customer-focused transportation and parking resources to Ohio University students, faculty, staff and guests, which align with evolving campus needs and promote alternative transportation opportunities.

Organizational Changes
Transportation & Parking Services (TPS) engaged in a departmental re-organization to improve customer care and service delivery and resulted in a reduction of 3 FTE. The effort incorporated staffing re-alignments and developed three functional service areas (customer care, operations, planning/logistics) within the unit to better meet campus service needs.

ACCOMPLISHMENTS

While maintaining operational activities, we completed the following initiatives in FY19:

• **Improved service efficiency** through office reorganization and process review. This allowed for reduced operational redundancies, streamlined business functions, enhanced workflow processes, and improved data collection and planning efforts.

• Adopted a centralized service approach resulting in the development of a combined customer-care focused service center which integrated transportation and parking functions.

• Efforts to improve campus perception included, increasing communication efforts, providing transparent data reporting, modifying parking enforcement approaches, developing a streamlined service website and increasing campus and community engagement efforts.

• Improved late night transportation services to meet evolving campus needs and focus on safety by:
  - Developing a flexible operating system through increased shuttle and dispatch resources
  - Implementing transparent ridership reporting
  - Partnering with the Women’s Center, Campus Involvement Center and Survivor Advocacy Program to offer Bystander Intervention and Empathy and Rape Culture training for transit staff
  - Enhancing marketing and awareness efforts throughout the campus community.
  - These changes have resulted in quadrupled ridership

• Improved fleet rental program resulting in reduced pricing options for local travel, a transparent mileage-based travel structure, and streamlined vehicle refueling processes.

**Hours of Operation (across varied shifts)**

- **CATS & CATCAB:** Mon - Fri: 7:00 AM – 5:30 PM
- **CATS Late night:** Mon - Fri: 5:30 PM – 3:30 AM and Sat-Sun 9:30 PM – 3:30 AM
- **Fueling Center:** 24/7
- **Customer Care Center:** Mon-Fri: 7:30 AM – 4:30 PM
KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
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<tbody>
<tr>
<td>Transit Ridership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATS Daily Campus</td>
<td>52,928</td>
<td>57,219</td>
<td>70,000</td>
</tr>
<tr>
<td>CATS Late Night</td>
<td>13,999</td>
<td>15,128</td>
<td>46,000</td>
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<tr>
<td>Bobcat Pass</td>
<td>113,669</td>
<td>132,302</td>
<td>140,000</td>
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<tr>
<td>CATCAB (Paratransit)</td>
<td>5,350</td>
<td>5,388</td>
<td>6,500</td>
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<tr>
<td>Charter Travel</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Internal Chartered Trips</td>
<td>-</td>
<td>676</td>
<td>950</td>
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<tr>
<td>Airport Shuttle Riders</td>
<td>-</td>
<td>808</td>
<td>800</td>
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<tr>
<td>Fleet Reservations</td>
<td>2,146</td>
<td>1,955</td>
<td>2,500</td>
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<tr>
<td>Parking Permits Distributed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student (Commuter &amp; Residential)</td>
<td>-</td>
<td>3,895</td>
<td>4,100</td>
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<tr>
<td>Faculty/Staff</td>
<td>-</td>
<td>5,379</td>
<td>4,600</td>
</tr>
<tr>
<td>Baker/Jefferson Garage</td>
<td>-</td>
<td>141</td>
<td>125</td>
</tr>
<tr>
<td>Guest, Contractor, Service, etc.</td>
<td>-</td>
<td>18,580</td>
<td>14,000</td>
</tr>
</tbody>
</table>

*forecasted

ATHENS PARKING PORTFOLIO

6,355 Total Parking Spaces:
- 5,073 Student, Faculty, Staff
- 603 Hourly
- 165 Accessible
- 191 Service Maintenance
- 22 Motorcycle parking pads (accommodates 100 motorcycles)
- 4 Zipcar
- 12 Electric Vehicle Charging locations
- 280 Other (Guest/Loading & Unloading, Restricted Parking)

LOOKING AHEAD

Parking Master Plan:
- Complete the Parking Master Plan: evaluate current conditions and develop strategies related to Athens Campus parking
- Establish right-sized parking inventories, provide improved service functionality, ensure financial sustainability for operations and develop a transit-led parking model

Permit System:
- Implement improved campus parking permit and sign system that aligns with departmental goals to provide accessible and user-friendly parking accommodations to students, faculty, staff and University guests

Active Budgeting:
- Develop a refined financial framework that supports Transportation & Parking’s dynamic business model
- Provide opportunities to actively evaluate how adjustments to respective service elements impact the departments overall budget and guide business decisions to ensure financial resource and service viability

Sustainability
- Develop and implement strategies that align with OHIO sustainability initiatives, promote active transportation and ensure effective management of shared mobility programs (e-scooters, bike share programs)
UNIVERSITY PLANNING

University Planning strengthens the University’s academic mission and strategic vision by providing professional services for the long-range planning, strategy, and optimization of its state-wide assets. The office develops evolving campus frameworks, which facilitate decision-making through the execution of capital and real estate projects.

Organizational Changes

In FY19, University Planning and Real Estate joined their office operations to strengthen their approach to unified portfolio management for Ohio University’s land, buildings and space. This effort enhanced alignment between strategy and goals for the two functions, and enabled more robust resource sharing and streamlining of processes.

ACCOMPLISHMENTS

In FY19, University Planning completed several ongoing studies and moved forward with vision planning for potential future projects.

- Began phase one of ADA Transition Plan, started the Parking Master Plan, and completed Athletic and Recreation studies.
- Developed the plan to fund and execute the Small House Strategy.
- Finalized the College of Fine Arts Project Strategy and Prioritization Study and integrated recommendations into the Capital Improvement Plan.
- Continued to clean up historical easements with the city, inclusive of the Baker Center area, the city parking garage, and the Athens Public Library.
- Reviewed the Real Estate Strategic Plan and developed an action plan for prioritized projects, including implementation of small projects and prioritization of larger projects.
- Planning to support University strategic goals:
  - Studies to support transformational projects for the Heritage College of Osteopathic Medicine and Russ College of Engineering
  - Strategic planning in support of Academic Pathways (Academic Engagement Center)
  - Lactation room strategy
  - Data Enhancements (Space, RE, Capital)
Awards & Highlights

Won Larry Abernathy Award (Town Gown Association)

Campus engagement committees formed: Architecture & Design Advisory Committee, and Space Planning Governance Committee

Partnership on Community Initiatives such as the Richland Avenue pedestrian crossing project, 1804 Way, Town Gown collaboration and the Senior Housing Taskforce

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Project Initiation Forms reviewed</th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens Campus Space Metrics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic footprint (NASF)</td>
<td>1.99M</td>
<td>2.08M</td>
<td>2.06M</td>
</tr>
<tr>
<td>Administrative footprint (NASF)</td>
<td>.24M</td>
<td>.21M</td>
<td>.21M</td>
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<tr>
<td>Auxiliaries (NASF)</td>
<td>2.00M</td>
<td>1.86M</td>
<td>1.86M</td>
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<tr>
<td>Athletics &amp; Recreation (NASF)</td>
<td>.45M</td>
<td>.45M</td>
<td>.46M</td>
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<tr>
<td>Central University Space (NASF)</td>
<td>1.09M</td>
<td>.95M</td>
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<tr>
<td>Overall Metrics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of buildings</td>
<td>270</td>
<td>282</td>
<td>292</td>
</tr>
<tr>
<td>Gross Square Feet</td>
<td>9.6 M</td>
<td>9.6M</td>
<td>9.8M</td>
</tr>
<tr>
<td>Acreage Owned</td>
<td>3,900</td>
<td>3,900</td>
<td>3900</td>
</tr>
</tbody>
</table>

* Forecasted

LOOKING AHEAD

In FY20, UPRE will complete numerous multi-year planning strategies, including:

- Implementation pathways for prioritized FY20-FY26 Capital Improvement Plan Projects
- University-wide strategic planning initiatives:
  - Future Campus Needs: Academic Enterprise strategy driving decisions for a flexible, nimble, system that is ever-changing.
  - One OHIO Integration: Strategies for purpose of ensuring long-term viability of OHIO across a unified system.
  - University wide space study: Examine utilization, capacity and learning initiatives, tools and space metrics to inform decision-making related to the building and space portfolio.
- Continue to work on ongoing planning strategies, including campus green studies, ADA Transition Plan, Parking Master Plan, among others.
- Continue to develop and advance strategic land, building, and space partnerships and projects.

Finance and Administration Annual Report: 2019
REAL ESTATE

The Office of Real Estate Management ensures Ohio University realize the maximum utility and benefits from its real estate assets in order to advance the academic and financial success for the University. The Office accomplishes this by strategically and fiscally analyzing acquisitions, dispositions, leases and easements of the University’s real estate assets and ensuring related real estate transactions are carried out efficiently, effectively and for the maximum strategic and fiscal benefit of the University.

Organizational Changes

Real Estate joined University Planning to strengthen their approach to unified portfolio management for Ohio University’s land, buildings and space. The Office also saw a change in management with a new Director replacing the Interim Manager.

ACCOMPLISHMENTS

- Completed transfer of 27.7 acres on Dublin campus, valued at $4.2M, to Ohio University, resulting in the University owning 85.6 acres on the campus
- Executed Purchase Contract to acquire 66 University Terrace, a strategically located house on the Athens Campus
- Issued RFP for Hotel and Conference Center on Dublin Campus, and in discussions with several hotel developers.
- Issued RFP for High-bay Industrial Building on Beavercreek campus, and in negotiations with developer.
- Letter of Intent signed for purchase of 15 acres adjacent to the Beavercreek Campus Beavercreek.
- Reviewed and renewed multiple expired easements and lease.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ground/building lease revenue</td>
<td>$1.6M</td>
<td>$1.4M</td>
<td>$1.6M</td>
</tr>
<tr>
<td>Dublin Campus Acreage</td>
<td>58.8</td>
<td>58.8</td>
<td>85.6</td>
</tr>
</tbody>
</table>

LOOKING AHEAD

- Execute development agreements for hotel/conference center on Dublin Campus and high-bay industrial building on Beavercreek Campus
- Complete purchase of 66 University Terrace and land adjacent to Beavercreek Campus
- Strategically and financially analyze all non-academic university real estate assets
- Compile all real estate data and documents into one centralized, comprehensive and linked database that will provide timely information on all transactions and administrative tasks
- Complete a Real Estate practice manual that documents existing processes and develops new practices for the evaluation and analysis of RE investments.

Exp. Budget & FTE by FY

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$1.4M</td>
<td>3.0</td>
</tr>
<tr>
<td>FY18</td>
<td>$1.2M</td>
<td>2.0</td>
</tr>
<tr>
<td>FY17</td>
<td>$3.2M</td>
<td>3.0</td>
</tr>
</tbody>
</table>

FY19 FTE by Function

- Real Estate: 3.0 FTE

FY19 Expenses by Function

- Real Estate: $1,372,128

FY19 Funding Sources

- External Sales: 89% (Lease income)
- Institutional Support: 11%
**AIRPORT**

The Gordon K. Bush Ohio University Airport provides safe, reliable and efficient facilities and services for the University's aviation-related initiatives and citizens and visitors of our community. The Airport service area consists of Athens, Hocking, Meigs, Washington, Vinton, Gallia, Jackson, Morgan and Perry counties with a total service area population of about 315,000.

**Organizational Changes**
Upgraded Part-time FTE to full-time FTE; Aircraft Attendant II position transitioned from bargaining unit to classified non-bargaining position.

**ACCOMPLISHMENTS**
- Analyzed and developed strategy to address hangar deferred maintenance.
- Evaluated, proposed and implemented new fee/rate structures (competitive with appropriate industry segment) for each service and product provided by Airport Operations.
- Migrated the Airport Operations’ website to University’s new platform – compliant with University accessibility standards.
- Awarded an RFQ to develop and support the Airport Capital Improvement Plan (ACIP) planning and grant coordination.
- Developed a collaborative relationship between the Airport Operations team and representatives from Russ College of Engineering to determine the ideal reporting and organizational structure and leverage synergies and efficiencies.

**KEY PERFORMANCE INDICATORS**

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house ridership (hours)</td>
<td>145.8</td>
<td>261</td>
<td>265</td>
</tr>
<tr>
<td>Based aircraft</td>
<td>45</td>
<td>45</td>
<td>44</td>
</tr>
<tr>
<td>Annual Operations</td>
<td>60,225</td>
<td>66,065</td>
<td>67,525</td>
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<tr>
<td>Gallons Jet A Sold</td>
<td>50,099</td>
<td>52,761</td>
<td>51,892</td>
</tr>
<tr>
<td>Gallons 100LL sold</td>
<td>51,765</td>
<td>44,035.5</td>
<td>40,287</td>
</tr>
<tr>
<td>Aircraft Maintenance billable labor hours</td>
<td>1692</td>
<td>1677</td>
<td>1374</td>
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</table>

*Forecasted

**LOOKING AHEAD**
- Finalize and implement strategy to address hangar deferred maintenance.
- Advance the Airport Capital Improvement Plan (ACIP).
- Continue to evaluate and implement competitive price structures.
- Promote and Market the Airport Operations’ services as OHIO and community resources.

**VALUE OF CAPITAL IMPROVEMENTS**

<table>
<thead>
<tr>
<th>FY17</th>
<th>$2,545,442</th>
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<tbody>
<tr>
<td>Runway Rehabilitation</td>
<td></td>
</tr>
<tr>
<td>FY18</td>
<td>$30,500</td>
</tr>
<tr>
<td>Security Camera installation</td>
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</tr>
<tr>
<td>FY19</td>
<td>$372,000</td>
</tr>
<tr>
<td>Obstruction removal</td>
<td></td>
</tr>
<tr>
<td>$12,000 roll down gate</td>
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</tr>
<tr>
<td>$2,085,700 Taxiway Rehab (possibly FY20)</td>
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</table>

**Exp. Budget & FTE by FY**

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$2.2M</td>
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<tr>
<td>FY18</td>
<td>$2.2M</td>
<td>13</td>
</tr>
<tr>
<td>FY17</td>
<td>$2.3M</td>
<td>13</td>
</tr>
</tbody>
</table>

**FY19 Expenses by Function**

- Operations: $507,036
- Aircraft Maint.: $21,127
- Fueling: $507,036
- Transportation: $668,530

**FY19 Funding Sources**

- Internal Billings: 39%
- External Sales: 22%
- Institutional Support: 39%

Finance and Administration Annual Report: 2019

Gwyn Scott: AVP for Auxiliaries
Mail and Moving & Surplus provide safe, high quality, and cost-effective logistics services to campus. Services include package pick-up or delivery to staff and students, shipping services, departmental moves, or handling sale and disposal of University surplus items.

As Southeast Ohio’s largest print facility, Printing Services strives to be the complete source for high quality printing for students, staff, and the general public.

**Areas of Responsibility**
- Mail Services
- Moving and Surplus
- Printing Services

**Mail Services**
- Partnered with Residence Life to transform the student mail experience by implementing three student mail centers (one per green).
  - This increased mail and package security with professional oversight, elimination of delivery staff in resident halls, refrigeration capability and secured space.
- Standardized onto one technology platform for both business and student mail and package tracking.
  - Implemented package pick-up text notification for students.

**Printing Services**
- Ranked #18 in sales per employee across U.S. institutions with large scale in-plant production capabilities.
- Processes 11,800 orders annually.
- 98% of orders are processed in-house.
- 30% of orders are completed same day.

**Moving & Surplus**
- Nominated for the Sustainability departmental award for their work with the ReBike program.
Moving & Surplus sells abandoned bicycles to students, staff, and faculty during the Spring Reuse and Repair Fair.
LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives in FY20:

- We will be consolidating operations into Building 37 at the Ridges, which will enable some administrative efficiencies.
- **Moving and Surplus** will re-invent its storefront at the Ridges and expand Surplus store hours.
- **Mail Services** will continue its focus on streamlining mail delivery through implementation of smart locker technology in select locations on campus with high delivery volumes.
- **Printing Services** will implement a new ADA-compliant digital store front that will provide customers with an enhanced shopping experience, contain standard University templates to simplify and reduce rework, and streamline work order process. Printing Services will also launch new print capabilities with the purchase of the Mimaki flat-bed printer that will reduce costs and allow us to innovate new printed items for re-sale.

**FY19 Funding Sources**

**University Mail Services**
- Internal Billing: 37% (Postage and shipping)
- External Sales: 8% (Postage and shipping)
- Institutional Support: 55%

**Resident Mail Services**
- Residence Life: 100%

**Moving & Surplus**
- Internal Billing: 68% (Department moves & surplus sales)
- External Sales: 32% (External surplus sales)

**Printing**
- Internal Billing: 68% (Printed products, apparel & signage)
- External Sales: 32% (Printed products & apparel)

**Expense Budget/FTE by FY**

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$5.3M</td>
<td>$5.0M</td>
<td>$4.6M</td>
</tr>
<tr>
<td>FTE</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
</tbody>
</table>

*Forecasted*
CHANGE MANAGEMENT & COMMUNICATION

As advocates for the end-user, we serve as a bridge between the Division of Finance and Administration and planning units across campus by supporting Division strategic initiatives through project management and governance, change management, and communication.

Organizational Changes
In FY18, a training resource was realigned to Human Resources to support the OHIO Professional Development program. Additionally, decentralized project management resources were realigned with Change Management & Communication (CM&C) to provide continuity with project and change management in support of Division projects.

ACCOMPLISHMENTS

CM&C supported multiple Division projects through implementation and transition to operations:

- Financial System Enhancements (Chart of Accounts & Oracle Grants Accounting)
- The OHIO Professional Development Program
- Box to OneDrive Migration
- Human Resources Website Redesign
- Facilities Website Redesign
- Travel Services

CM&C ensured an engaged campus by involving campus constituents with the planning and execution and providing communication and opportunities for looped feedback throughout each project. From project inception to post-launch, CM&C facilitated various campus engagements such as focus groups, constituent interviews, informational sessions, Work Group meetings, presentations to Senates and developed multiple trainings to support campus. Following 2 years of engagement with campus, the COA conversion was moved to production and all respective training integrated into PDP.

Communication audit recommendations were provided to all Division departments to ensure clear and consistent communication to campus. CM&C created an accessibility reference guide and implemented supporting processes to assist the Division in following communication standards.

CM&C supported multiple website migrations to the University’s new Web CMS which included a new functionality that automates news to feed from department websites to the Division website.

Finally, CM&C enhanced Division goal management and oversight through implementing portfolio goal dashboards, operational metric reports, and annual reports for executive use.
Looking Ahead

Our primary work is to support Division strategic initiatives, as defined by leaders under the VPFA’s areas of responsibility.

- Enhance meaningful campus engagement through augmenting our current practices to provide more opportunity for campus representatives to partner in decision-making for initiatives with broad impact.
- Support the implementation of the Labor Distribution application including change management, training and campus engagement.
- Support planning and institutional readiness for HCM (Human Capital Management) system
- Introduce learning opportunities to both promote general understanding of change management across campus and to expand the use of project management processes and tools by Finance & Administration managers.
- Evaluate department structure for opportunities to better align with Division and University needs.

Campus Partnerships

In an effort to strengthen business partnerships across campus, there is an increasing focus on cross-functional and cross-planning unit collaboration. Three types of collaborative groups are leveraged:

1. **Partner Groups** are permanent groups established to increase communication and enhance understanding of business operations between academic and non-academic areas of the University. Co-chaired by functional leadership and a CFAO of campus planning unit.
2. **Work Groups** are designed to focus on finite projects with an expected end date and may be developed due to a need identified by a Partner Group or by other centralized working teams.
3. **Advisory Groups** are, generally, created in support of an institutional strategy with members appointed by OHIO executives.

<table>
<thead>
<tr>
<th>Partner Group</th>
<th>Reps</th>
<th>Planning Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Reporting</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Budget</td>
<td>25</td>
<td>All</td>
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<tr>
<td>Compensation</td>
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<td>10</td>
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<td>Employee Services</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Facilities</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Hospitality</td>
<td>11</td>
<td>10</td>
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<tr>
<td>Post-Awards &amp; Grants</td>
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<td>10</td>
</tr>
<tr>
<td>P2P</td>
<td>13</td>
<td>10</td>
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<table>
<thead>
<tr>
<th>Work Group</th>
<th>Reps</th>
<th>Planning Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Tools &amp; Templates</td>
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<td>9</td>
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<tr>
<td>Travel Services</td>
<td>18</td>
<td>14</td>
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<tr>
<td>Prof. Dev. Pathways</td>
<td>25</td>
<td>18</td>
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</table>

<table>
<thead>
<tr>
<th>Advisory Group</th>
<th>Reps</th>
<th>Planning Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits Advisory Council</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Budget Planning Council</td>
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<td>13</td>
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<tr>
<td>Joint Policy Advisory Council</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>RC Strategy</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>Ridges Advisory Council</td>
<td>6</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Membership & Change of all groups available at: [www.ohio.edu/finance-administration/partnerships](http://www.ohio.edu/finance-administration/partnerships)
BUSINESS SERVICE CENTER

The Business Service Center (BSC) works with internal business partners in support of their goals by providing high quality and cost-effective financial and hiring support services. This 'shared' business model enhances divisional efficiency and effectiveness through economies of scale and providing a platform for process standardization and re-engineering. Leveraging skills in the BSC enables Planning Unit leadership to focus on business issues.

We support all Planning Units in Finance & Administration, as well as Culinary Services, Regional Retail, Bobcat Depot, and Diversity & Inclusion.

ACCOMPLISHMENTS

In FY19, the BSC developed financial reporting and analyses that enable Planning Units to better understand financial performance, and to effectively utilize the funding in their budgets.

Leveraged the BSC infrastructure for specific initiatives:

- Service-based budgeting
- Cash Committee
- Transportation and Parking Master Plan
- Regional Campus EnergyCap implementation plan. EnergyCap is a utility bill management software used on the Athens Campus for tracking and reporting of energy expenses and for automated utility bill payment.
- Shared Services efforts beyond Finance & Administration
- Billing Tool development

OHIO READY STAFF

The OHIO Ready Staff is an internal staffing program that fulfills short term administrative staffing needs to campus and provides a pipeline of talent to the University.

The OHIO Ready Staff program began in October of 2016. To date, we have hired 14 staff members and maintained a 90% staff utilization rate. These staff members have services in the majority of the colleges, auxiliaries, and in administrative units. This program is entirely self-supporting. 8 of the 14 staff members have moved on to promotional opportunities within the University. Feedback from campus has been overwhelmingly positive, and demand has exceeded our ability to service the volume of staffing requests. OHIO Ready Staff members are trained on campus processes and systems so they add value immediately when deployed to campus locations.

“We’ve been very pleased and they’ve both been a great asset to us. Noelle catches on SO quickly to instructions and Mindy has an amazing eye for detail. They both engendered a high level of trust in a very short period of time.” – Purchasing

“This is a great program and I would highly recommend it to others.” – College of Business

“Shai has been a pleasure to work with. She has completed all tasks thoroughly and has done a wonderful job.” – College of Communication

Chad Mitchell: F&A Chief of Staff
Tina Payne: F&A CFAO
## Highlights

BSC has been **100% funded with repurposed FTEs and budget**, resulting in no additional cost to the University.

OHIO Ready Program has been **100% cost recovery**.

**57%** of OHIO Ready staff have moved on to promotional opportunities.

## FY19 Funding Sources

- **BSC – Internal Billings**: 15% (Billing services, bill payment and service based-budgeting)
- **BSC – Institutional Support**: 85%
- **OHIO Ready Staff – Internal Billings**: 100% (Temporary staffing services)

## Expense Budget & FTE by FY

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$1.1M</td>
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<tr>
<td>FY18</td>
<td>$1.0M</td>
<td>14</td>
</tr>
<tr>
<td>FY17</td>
<td>$0.60M</td>
<td>7</td>
</tr>
</tbody>
</table>

## FY19 FTE by Function

- **Bill Pay**
- **Emplmnt. Coord.**
- **Billing**
- **Service Based Budgeting**
- **Budgeting & Accounting**
- **Non-BSC Support**
- **Ready Staff**

## FY19 Budget by Function

- **Total FTE by Function**
  - **$229,424**
  - **$61,276**
  - **$104,391**
  - **$428,109**
  - **$108,790**
  - **$74,407**
  - **$44,102**

## KEY PERFORMANCE INDICATORS

### OHIO Ready Staff
- 90% utilization rate
- 27 departments served since 2016

### KPIs across FY17-FY19

<table>
<thead>
<tr>
<th>KPI</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of University operating budget managed</td>
<td>23%</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>Total expense budgeted &amp; accounted</td>
<td>$158.7M</td>
<td>$163.3M</td>
<td>$162.2M</td>
</tr>
<tr>
<td>Total revenue budgeted</td>
<td>$74.6M</td>
<td>$72.2M</td>
<td>$66.6M</td>
</tr>
<tr>
<td>Avg. expense budgeted &amp; accounted by BSC FTE</td>
<td>$36.9M</td>
<td>$38.0</td>
<td>$37.7M</td>
</tr>
<tr>
<td>Total invoices paid</td>
<td>3,594</td>
<td>3,481</td>
<td>3,599</td>
</tr>
<tr>
<td>Invoices paid – utilities only</td>
<td>3,259</td>
<td>3,350</td>
<td>3,240</td>
</tr>
<tr>
<td>Line items billed</td>
<td>5,123</td>
<td>12,133</td>
<td>28,686</td>
</tr>
<tr>
<td>Internal Billings ($)</td>
<td>$3.1M</td>
<td>$3.2M</td>
<td>$5.2M</td>
</tr>
<tr>
<td>External Billings ($)</td>
<td>$137,048</td>
<td>$11,400</td>
<td>$45,759</td>
</tr>
<tr>
<td>Positions posted</td>
<td>184</td>
<td>234</td>
<td>336</td>
</tr>
<tr>
<td>Positions hired</td>
<td>155</td>
<td>166</td>
<td>228</td>
</tr>
</tbody>
</table>

## LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives in FY20:
- Continue to leverage our infrastructure to assume operational responsibility for work for which we have the skills and expertise, with a focus on continuous improvement, improved access to information, and cost reduction.
  - Adding additional transactional services for billing, bill payment, and hiring support
  - Supporting divisional initiatives such as the Parking Master Plan and Service-based Budgeting.
- Focus on creating new billing rate frameworks and a governance process for rate changes.
- Partner with the Regional Campuses to implement EnergyCap for their energy management and utility bill payment needs.
- Support the OHIO Ready Staff program through training and management of the program and expand as needed to support campus.
- Partner with Transportation and Parking services to develop their new financial and permitting model.
FOUNDATION ACCOUNTING

Responsible for providing endowment and investment accounting services for the University and Foundation, business support for University Advancement, and all financial statements, accounting services and tax filings for the Foundation and its subsidiaries (OU Inn, Sugar Bush Foundation and Russ LLCs).

Organizational Changes

FY19, one FTE was transferred into the department from University Advancement (UA). This was an existing position whose primary role is to process PCard transactions. A second UA position, focused on procurement, transferred near the end of FY19. Both of these transfers reflect the intention to leverage Foundation Accounting as UA’s business service center.

ACCOMPLISHMENTS

- In conjunction with the Chart of Accounts conversion, all Foundation Account guidelines were reviewed and attributes were accumulated.
- Devised and began implementing a strategy to ensure timely and effective use of distributions from endowed scholarship accounts as a replacement for University general fund dollars, thereby increasing unrestricted fund balances.
- Working with Advancement and campus constituents, determined a method for funding Advancement with a goal of increasing and stabilizing the Foundation’s unrestricted fund balance over time. Foundation BOT approval of the revised funding model occurred in June 2019.
- Issued the Foundation’s annual financial statements on time and with no audit findings.
- Implemented a daily interface to transfer gift information from the donor database to the general ledger.

LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives:

- Implementing a new Foundation funding model that reduces the endowment management fee over time without the need for additional university general fund support.
- Transitioning Foundation scholarship funds, as appropriate, to a process that will more strategically deploy these gifts in support of OHIO students.
- Creating Professional Development Pathways training materials related to gifts and endowments.
- Adopting a new FASB accounting standard that significantly changes the format and content of the Foundation’s financial statements.
- Transitioning accounting services for the Russ LLC’s from an external property manager to Foundation Accounting.

KEY PERFORMANCE INDICATORS

|                      | FY17 | FY18 | *FY19 *
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of gifts processed</td>
<td>36,670</td>
<td>36,318</td>
<td>29,713</td>
</tr>
<tr>
<td>Amount of gifts processed</td>
<td>$16.0M</td>
<td>$19.6M</td>
<td>$24.2M</td>
</tr>
<tr>
<td>% Spent on Programs</td>
<td>73%</td>
<td>73%</td>
<td>67%</td>
</tr>
<tr>
<td>Restricted accounts managed</td>
<td>910</td>
<td>924</td>
<td>955</td>
</tr>
<tr>
<td>Endowed accounts managed</td>
<td>1,923</td>
<td>1,996</td>
<td>2,094</td>
</tr>
</tbody>
</table>

*Forecasted

Exp. Budget & FTE by FY

<table>
<thead>
<tr>
<th></th>
<th>FY19 FTE by Function</th>
<th>FY19 Expenses by Function</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE by Function</td>
<td>FY19 Funding</td>
</tr>
<tr>
<td></td>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td>FY19</td>
<td>$ .74 M</td>
<td>$744,742 Foundation: 100%</td>
</tr>
<tr>
<td>FY18</td>
<td>$ .73 M</td>
<td></td>
</tr>
<tr>
<td>FY17</td>
<td>$ .72 M</td>
<td></td>
</tr>
</tbody>
</table>

Finance and Administration Annual Report: 2019
INVESTMENTS

The Investment Office is responsible for managing the long-term assets of the Ohio University Foundation and Ohio University. As of March 31, 2019, the market value of the long-term assets totaled $900.2 million, which is comprised of the endowment pool (EP) of $723.1 million and the century bond pool (CBP) of $177.1 million.

Organizational Changes

The growth of the assets under management over the last 10 years led to the creation of a new Director of Investments role. The Director of Investments is a member of the financial leadership team and liaison between the Ohio University Foundation, investment committee, and investment advisor.

ACCOMPLISHMENTS

- Reviewed the current investment service model and advisor for the long-term assets.
- Completed an RFP for Investment Advisor during FY19, which resulted in the approval of a new investment management and oversight framework and advisor for the long-term assets.
- In conjunction with Human Resources, retained an investment consultant for the Ohio University 403(b) retirement plan and setup a Benefits Investments Committee to oversee the retirement plan.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>EP market value ($MM)</td>
<td>667.3</td>
<td>710.8</td>
<td>-</td>
</tr>
<tr>
<td>EP pool return</td>
<td>12.7%</td>
<td>6.5%</td>
<td>-</td>
</tr>
<tr>
<td>CBP market value ($MM)</td>
<td>163.3</td>
<td>174.3</td>
<td>-</td>
</tr>
<tr>
<td>CBP return</td>
<td>12.5%</td>
<td>6.7%</td>
<td>-</td>
</tr>
</tbody>
</table>

LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives:

- Partner with the necessary parties to ensure a seamless transition and integration of new investment consultant for the endowment.
- Work collaboratively with investment consultant to implement investment management and oversight framework for the endowment.
- Establish oversight framework for the Benefits Investment Committee in cooperation with investment consultant and Human Resources.

Investments is not budgeted within Finance and Administration
BUDGET PLANNING & ANALYSIS

Budget Planning & Analysis (BPA) is responsible for the University’s financial planning through the coordination of the institution’s annual budget process. BPA supports the University mission through the collection and analysis of data to support the annual budget presented to the Board, monitoring the budget throughout the year, and developing forecasting strategies to support dynamic decision making.

Organizational Changes

In FY19 we continued to move away from a Responsibility Center Management (RCM) model at Ohio University. In FY20, University Leadership expects to complete the transition from RCM with the OHIO Budget Model (OBM). As a result, BPA has transitioned one of their FTEs to supplement the Provost’s Academic Budget Office and focused on collaborating with their staff on the development of new revenue models, reporting templates, and tools that position the University to effectively budget and forecast on an all funds multi-year basis to ensure and support strategic decisions.

ACCOMPLISHMENTS

In FY19, the BPA has:

- Refined budget guidance to align with transitioning OHIO Budget Model
- Developed new tools to support detailed multi-year budgeting
- Refined revenue and expense models to support 6-year budget planning
- Increased collaboration with units to enhance budget templates
- Partnered with the Academic Budget Office to identify multi-year budget strategies to balance the operating budget
- Supported Ohio Dept. of Higher Education with SSI model reconciliation

LOOKING AHEAD

In FY20, BPA will:

- Integrate the goals of the 2025 Strategic plan and Strategic Executive Enrollment Committee (SEEC) into the University’s budget planning process
- Develop metrics to measure progress towards balancing the institution’s operating budget based on the institutional goals and strategies developed through FY25
- Enhance existing tools and develop new tools to facilitate continuous improvement in forecasting
- Develop a multi-year technology roadmap for BPA including the establishment of reporting tools in OBI to load current year forecasts and future year budgets.

Expense Budget & FTE by FY

<table>
<thead>
<tr>
<th></th>
<th>FY19 Budget</th>
<th>FY18 Budget</th>
<th>FY17 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>$.52M</td>
<td>$.51M</td>
<td>$.56M</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

**FY19 FTE by Function**

- **BPA** 4.2

**FY19 Expenses by Function**

- **$518,497**
TREASURY MANAGEMENT

Stewards financial resources of the University and strives to provide and maintain high quality and innovative treasury services, including working capital management, cash flow forecasting, the Internal Bank program and internal loan, the Century Bond program, external debt management compliance and issuance, cash management, and liquidity management.

ACCOMPLISHMENTS

In FY19, the Treasury Management Office:

• Continued to enhance the Internal Bank and Century Bond Bank modeling and cash flow and liquidity modeling to effectively manage institutional working capital.

• Continued the University’s Private Use review and development of processes to implement appropriate controls and ensure institutional tax exempt bond compliance. The Banking Services RFP is currently being drafted and will be issued at the end of FY19 2019 or early FY20.

KEY PERFORMANCE INDICATORS

Number agencies rated by: 2

Current ratings:

- May 2019 by S&P: A+/stable
- January 2017 by Moody’s: Aa3/stable

<table>
<thead>
<tr>
<th>*forecasted</th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding external debt</td>
<td>$626M</td>
<td>$610M</td>
<td>$594M</td>
</tr>
<tr>
<td>Active Bank Accounts</td>
<td>17</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>Active Issuances</td>
<td>9</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Internal loans (under management)</td>
<td>83 $449M</td>
<td>80 $427M</td>
<td>79 $428M</td>
</tr>
<tr>
<td>Debt structure (fixed vs. variable %)</td>
<td>100% fixed</td>
<td>100% fixed</td>
<td>**100% fixed</td>
</tr>
</tbody>
</table>

*with the exception of the line of credit

Ohio University employs strong treasury management practices as highlighted by its in-depth planning process. This data-driven process displays the University’s thoughtful approach in treasury management to ensure the long-term financial sustainability.

- Janney, Financial Advisory Consultants to Ohio University

LOOKING AHEAD

In FY20, the Treasury Management Office plans to:

• Issue another bond tranche for capital improvements as planned in the University’s Six Year CIP. This process will include recommendations to the Board of Trustees on bond structure options, completing the Chancellor’s application and obtaining approval, developing and managing bond documents (Offering Statement and relevant appendices, rating agency process, marketing and closing).

• Continue to manage and update our dynamic cash flow forecasting, Internal Bank, and Century Bond Bank models.

• Continue to oversee the banking services RFP development

• Continue tax exempt bond compliance initiatives including private use analysis and developing a tax exempt bond compliance policy.

Expense Budget & FTE by FY

<table>
<thead>
<tr>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$209M</td>
</tr>
<tr>
<td>FY18</td>
<td>$207M</td>
</tr>
<tr>
<td>FY17</td>
<td>$206M</td>
</tr>
</tbody>
</table>

FY19 FTE by Function

2  • Treasury

FY19 Expenses by Function

$208,705
FINANCE

Supports the University’s mission by partnering with our campus customers to provide effective and efficient services, and the tools and systems to produce the accounting information needed for effective decision making. We also act as stewards of the University’s resources by adhering to the required regulatory, federal, and state requirements for a diverse campus community.

**Areas of Responsibility**
- Capital Projects Finance (CPF)
- Finance Customer Care (FCC)
- Financial and Administrative Systems (FAST)
- Grants Accounting: Post Award Management
- General Accounting and Financial Reporting (GAFR)
- Payment & Travel Services
- Purchasing

**ACCOMPLISHMENTS**

**Capital Projects Finance (CPF)**
- Developed integrated reporting between the Capital Planning Database (Planning), eBiz (Finance) and eBuilder (Facilities) to align funding commitments across the various offices.
- Developed a methodology to reconcile data between eBiz (our financial system of record), and eBuilder (Facilities construction management system).

**Finance Customer Care (FCC)**
- Transitioned Provisioning of access and responsibilities to IT service desk.
- Readied the team and developed scripts to keep pace with changes implemented across Finance (e.g., move to new Concur User Interface, transition to a new Travel Management Company, etc.).

**Financial & Administration Systems**
- Designed and developed Journal Entry Tool (JET), a custom application that eliminated a multi-step process for entering journal entries and internal billings.
- Created an Effort Reporting solution that allows for a more efficient and accurate certification process for academic and research units.
- Collaborated with Finance and HR to develop both required regulatory and operational solutions (Uniform Guidance, ICD improvements, third party software upgrades (BCB, Concur, Workforce), catalog enablements, etc.).
- Developed two online PDP courses related to reporting: OBI Navigation and OBI Reporting Fundamentals.
- Continued enhancement and development of our Business Intelligence (OBI) dashboard reporting in coordination with campus partner groups. New reporting includes: improved prompts and drilldowns, enhanced Balance Sheet reporting, Payroll Forecasting, and Grants Invoicing.
ACCOMPLISHMENTS CONTINUED

Grants Accounting
- Finalized the Indirect Cost Rate (IDC) Extension with the University federal cognizant agency, the Department of Health and Human Services, which extended the current IDC rate through June 30, 2023.
- Developed the Uniform Guidance (UG) Purchasing Standards.
- Secured an exception from the University’s federal oversight agency to the micro-purchase threshold (MPT) of $10,000 as required by Uniform Guidance. This significantly reduced the administrative burden on our principal investigators and researchers.
- Partnered with the Post Awards Partner Group to develop a comprehensive process and training for cost share as a resource for campus to understand requirements and cost share accounting as required by UG.

Payments
- Completed the Concur user interface upgrade in preparation for the new travel program.
- Developed a new policy for reimbursement of University travel and business expenses, as well as comprehensive procedures, in consultation with the Travel Services Working Group, Purchasing to Payment Partner Group, RC Strategy Group, Faculty Senate, and representatives from each planning unit.
- Implemented a new travel management company (TMC) partner including an online booking tool, individual and group travel services, and an onsite travel manager.
- Created four comprehensive, online training courses in support of the new travel program.

Purchasing
- Lead the Inter-University Council (IUC) process to select a new TMC to provide integrated travel solution to support state-wide university travel.
- Developed BobcatBUY fundamentals online training course.
- Implemented 49 preferred suppliers for scientific supplies as part of the strategic procurement recommendation from the Governor’s Task Force.
- Implemented new preferred supplier catalogs for VWR, Staples, State Electric, and Lowes.
- Created a purchasing three year roadmap to add new preferred suppliers in support of the Procurement Affordability & Efficiency Initiative.

FY19 FTE by Function

FY19 Expenses by Function

<table>
<thead>
<tr>
<th>Exp. Budget &amp; FTE by FY</th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$4.4M</td>
<td>45</td>
</tr>
<tr>
<td>FY18</td>
<td>$4.5M</td>
<td>50</td>
</tr>
<tr>
<td>FY17</td>
<td>$5.6M</td>
<td>58</td>
</tr>
</tbody>
</table>

FY19 Funding Sources
Internal Billings: 8%
(Project management fees: CPF)
Institutional Support: 92%
FINANCE CONTINUED

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCC Calls Logged</td>
<td>1,983</td>
<td>3,946</td>
<td>3,672</td>
</tr>
<tr>
<td>Cost savings on preferred supplier spend</td>
<td>$165,237</td>
<td>$10.9M</td>
<td>-</td>
</tr>
<tr>
<td>Preferred suppliers</td>
<td>-</td>
<td>-</td>
<td>229</td>
</tr>
<tr>
<td>Suppliers (excluding employees)</td>
<td>9,608</td>
<td>11,628</td>
<td>14,569</td>
</tr>
<tr>
<td>Purchase orders issued</td>
<td>40,387</td>
<td>29,607</td>
<td>30,863</td>
</tr>
<tr>
<td>Pcards/Travel Cards</td>
<td>2,765</td>
<td>2,702</td>
<td>2,335</td>
</tr>
<tr>
<td>PCard transactions</td>
<td>98,389</td>
<td>89,443</td>
<td>79,484</td>
</tr>
<tr>
<td>Invoices processed</td>
<td>101,147</td>
<td>98,988</td>
<td>98,610</td>
</tr>
<tr>
<td>Checks/payments processed</td>
<td>51,243</td>
<td>47,910</td>
<td>49,346</td>
</tr>
<tr>
<td>Travel spend</td>
<td>$18.6M</td>
<td>$16.7M</td>
<td>$16.4M</td>
</tr>
<tr>
<td>Grants: awards set-up</td>
<td>484</td>
<td>477</td>
<td>529</td>
</tr>
<tr>
<td>Audits performed by agency or sponsor:</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Audits with findings</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Active sponsored projects</td>
<td>278</td>
<td>322</td>
<td>305</td>
</tr>
<tr>
<td>Applications Managed</td>
<td>33</td>
<td>33</td>
<td>35</td>
</tr>
<tr>
<td>Oracle EBS/HR</td>
<td>12</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>OBI Dashboards</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Custom Applications</td>
<td>14</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>3rd Party Applications</td>
<td>7</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

*forecasted

LOOKING AHEAD

Given our commitment to look for ways to ensure customer services remain relevant and make our operations more efficient our efforts will continue to focus on improvement opportunities in FY20. A few highlights include:

- Develop a comprehensive credit card program, update the PCard policy and develop the supporting processes in partnership with the P2P Partner Group and planning units.
- Continue to align tier 1 customer support to the OIT Help Desk to provide longer hours of coverage, improve efficiencies by aligning call center functions, and continue to provide financial related support to campus.
- Implement new purchasing catalogs and electronic invoicing based on campus needs.
- Implement a new banking partner that delivers a broad range of services to the University.
- Implement the Labor Distribution model that provides enhanced functionality of payroll tracking and effort reporting for campus customers.
- Put into service the iSupplier module in Oracle that will streamline the supplier setup process and provide suppliers payment information electronically.

Recognitions

On Chart of Accounts Training:
This was the best training so far on COA. I understood it much better and I loved the examples. It really gave me a better understanding of how and why things are coded the way I see them. Thanks!”

On Grants Accounting Training:
“Attending this course helped me to get a good understanding on the grants process and allowable expenditure times and timing. Cindy was willing to answer every question that she received, which resulted in a great learning experience.”

On Travel Services:
“Faculty in my area are saying great things about travel and how good the rates are.”

Pulled from anonymous course evaluations.
BURSAR

Responsible for the billing and collecting of receivables to the University. The most significant component is student tuition receivables. We also work with students to identify resources to help with financial assistance, loans and student account tax information. Our customer base consists of students, parents, University departments, and external organizations. We are also responsible for remitting unpaid balances to the State of Ohio for collection in compliance with Ohio Revised Code section 131.02. The Bursars office also records and manages all miscellaneous receivables, federal aid, cash-draws, student refunds, payment plans, cash handling, credit card card processing, and bank deposits.

ACCOMPLISHMENTS

In FY19, the Bursar completed the following initiatives:

- Completed a comprehensive training on Cash Handling and Credit Card Security Awareness
  - 246 staff members and 946 student employees have completed the training
- Created 13 new e-Markets as a strategy to eliminate cash collection points
- Upgraded successfully to PeopleSoft 9.2
- Implemented the Regional Campus Guarantee Tuition Program
- Collaborated with the Campus Cash Handling Work Group to develop processes to improve internal controls for cash and credit card handling:
  - Cash Collection Application: used to request a new cash collection point at a University location
  - Cash Internal Control Questionnaire: used to document the controls in place to adequately handle, safeguard and account for cash, checks and credit cards

**Unique programs for which Bursar maintains separate tuition**

***Includes 15 eMarket sites that are used for one-time only events. An eMarket is a module that offers departments a secure, easy-to-use tool for creating their own online storefront or checkout. We recycle these sites rather than creating new sites.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee schedules</td>
<td>56</td>
<td>70</td>
<td>85</td>
</tr>
<tr>
<td>Unique programs billed**</td>
<td>56</td>
<td>70</td>
<td>91</td>
</tr>
<tr>
<td>Active student billed</td>
<td>69.790</td>
<td>65.683</td>
<td>63.980</td>
</tr>
<tr>
<td>eMarkets***</td>
<td>109</td>
<td>135</td>
<td>144</td>
</tr>
<tr>
<td>Federal Letters of Credit</td>
<td>$257.5M</td>
<td>$263.6M</td>
<td>$259.1M</td>
</tr>
</tbody>
</table>

** Unique programs for which Bursar maintains separate tuition

*** Includes 15 eMarket sites that are used for one-time only events. An eMarket is a module that offers departments a secure, easy-to-use tool for creating their own online storefront or checkout. We recycle these sites rather than creating new sites.

LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives:

- Continue to improve outreach to financially at-risk students so they are aware of funding and resolution options to keep them enrolled and on track for degree completion
- Consult, advise and assist with the selection and implementation of the University's new banking partner
- Collaborate with offices on various compliance related initiatives (i.e., Payment Card Industry (PCI) regulations, cash collections)

Expense Budget & FTE by FY

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budget</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$1.4M</td>
<td>17</td>
</tr>
<tr>
<td>FY18</td>
<td>$1.3M</td>
<td>17</td>
</tr>
<tr>
<td>FY17</td>
<td>$1.3M</td>
<td>17</td>
</tr>
</tbody>
</table>

FY19 FTE by Function

- Bursar: 17.0

FY19 Expenses by Function

- Bursar: $1,359,287
HUMAN RESOURCES

Develops and implements policies and programs which foster a healthy, productive, and inclusive workforce to enhance the academic mission of the University. HR fulfills the promise of OHIO by providing superior resources through collaborative partnerships and dedication to our most important assets—faculty, staff, and students.

Areas of Responsibility
- Benefits
- Compensation
- Employee & Labor Relations (E&LR)
- HR Services
- Organization & Talent Development
- Payroll Operations

ACCOMPLISHMENTS

HR Policies: 12 policies revised to reflect current law and University operations

Benefits
- Selected a Retirement Investment Advisor with the IUC and established a Benefit Investment Committee (BIC) and an associated investment policy by partnering with the Director of Investments.
- Assessed retirement plans to ensure they comport with recommendations of the BIC committee and State / Federal laws.
- Assisted Student Affairs to assess and analyze changes to the Graduate Student health benefits plan offerings.

Compensation
- In alignment with the President’s strategic priority to “support the outstanding faculty and staff of Ohio University by investing in them”, and in compliance with department of education resolution agreement, UHR conducted the 2018 biennial equity review for 534 Classified and 1648 Administrative employees.
- In the effort to maintain competitive compensation levels based on comparisons to appropriate external labor markets, Compensation issued an RFP to engage a partner to conduct a complete market study.

HR Services
- Implemented a robust position management process that is tied to the budget process to provide the University with better tools and data to analyze workforce changes.
- Partnered with ECRC and Diversity and Inclusion to revise the recruitment policies and procedures to enhance recruitment initiatives around diversity hires.
- In support of the Affordability and Efficiency initiative, HR identified temporary staffing services as a key opportunity for cost savings and to create efficiencies across all of our campuses. As such, an RFP was awarded and in an effort to provide more choice to the campus community, HR issued another RFP to identify additional agencies to provide this service.
- Ohio University was recognized as a Healthy Worksite by the Healthy Business Council of Ohio.

Organization and Talent Development
- Implemented a robust Professional Development Pathways (PDP) program to provide University employees access to relevant and useful training opportunities in alignment with the President’s strategic priority to “support the outstanding faculty and staff of Ohio University by investing in them.”
KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>*FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee headcount</td>
<td>4,387</td>
<td>4,301</td>
<td>4,148</td>
</tr>
<tr>
<td>Student employee headcount</td>
<td>6885</td>
<td>6905</td>
<td>6520</td>
</tr>
<tr>
<td>New hire orientation participants</td>
<td>385</td>
<td>292</td>
<td>348</td>
</tr>
<tr>
<td>Jobs evaluated by compensation</td>
<td>573</td>
<td>509</td>
<td>634</td>
</tr>
<tr>
<td>***PDP: Courses created</td>
<td>-</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>***PDP: Course enrollments</td>
<td>-</td>
<td>1448</td>
<td>270</td>
</tr>
<tr>
<td>***PDP: New enrollments</td>
<td>-</td>
<td>715</td>
<td>213</td>
</tr>
<tr>
<td>Benefits vendor relationships</td>
<td>-</td>
<td>-</td>
<td>23</td>
</tr>
<tr>
<td>Benefit changes due to life events</td>
<td>2,795</td>
<td>2,493</td>
<td>2,170</td>
</tr>
<tr>
<td>Total benefits expenses</td>
<td>$63.1M</td>
<td>$63.8M</td>
<td><strong>$68.2M</strong></td>
</tr>
<tr>
<td>W2's issued</td>
<td>17,878</td>
<td>17,497</td>
<td>17,074</td>
</tr>
<tr>
<td>Total Payroll expenses</td>
<td>$353M</td>
<td>$358M</td>
<td>$355M</td>
</tr>
<tr>
<td>Payroll checks issued</td>
<td>9,670</td>
<td>10,796</td>
<td>9,180</td>
</tr>
<tr>
<td>Payroll direct deposits</td>
<td>270,798</td>
<td>270,797</td>
<td>265,844</td>
</tr>
</tbody>
</table>

* Forecasted
**Budget
*** Data is from Calendar Year 2018 and 2019

LOOKING AHEAD

University Human Resources has exciting plans for upcoming FY20:

- Continue expanding the Professional Development Pathways (PDP) model.
- In keeping with the President’s strategic pathways and in an effort to maintain competitive compensation levels based on comparisons to appropriate labor markets, UHR will complete the five year compensation market study. Existing benchmarks will be reviewed, new benchmarks may be identified, and current market rates against our paygrades will be analyzed.
- Continue the development of recruitment practices supportive of the President’s Strategic Pathway in becoming a national leader in diversity and inclusion. In collaboration with the Office of Diversity and Inclusion, Equity and Civil Rights Compliance, and the Office of the Provost, several new initiatives are being developed to enhance OHIO’s recruitment strategy and practice.
- Monitor FLSA standards and updated pay practices as required.
- Introduce Sick Leave Donation program for benefits eligible faculty and staff with the ability to donate vacation time to a pool which will be used to provide sick leave time to individuals in need of sick time for personal use or to care for a family member.

Recognitions

Pulled from anonymous evaluations from training participants

Of the UHR PDP program

“This was the best training so far, I understood it much better, and I loved the examples.”

Of the OHIO Search Committee Course

“This was exactly what I was hoping for: to provide guidance, so that I can be a better committee member/chair.”

“This was a very beneficial session. Many helpful objective ‘standards’ to consider. I learned a lot about my own interviewing habits – thanks!”

“This needs to be mandatory for everyone on a search committee!”
RISK MANAGEMENT & INSURANCE

Assess enterprise risk areas, develops enterprise risk management strategies, recommends institutional policies related to controlling risks and promotes a culture that identifies risk management as a consideration when executing and planning enterprise activities. We participate in the Inter-University Council Risk Management & Insurance Consortium (IUC-RMIC) which affords the University the benefit of lower costs as well as broader coverage and services, compared to that which would be available through a standalone program. Insurance coverage includes: Casualty (General Liability, Auto Liability, and Educators Legal Liability), Crime Cyber, Foreign Package Liability, Medical Malpractice, International SOS, Property, Aviation, etc. We also oversee the self-insured workers’ compensation program which covers all work injury.

ACCOMPLISHMENTS

Enterprise Risk Management
- Established the Presidential University Risk Council (PURC).
- Developed training materials and a robust risk assessment collection ant tracking tool.
- Conducted risk interview meeting and departments completed risk registers. Results will be analyzed and trends and opportunities will be shared with the PURC which will prioritize risks, opportunities and trends.

Insurance FY 19-20 Renewal
Overall risk management and insurance costs were up slightly year-over-year; however, the University was able to retain the broad coverage and services offered by the IUC-RMIC.

Workers’ Compensation
The University continues to benefit from the transition to self-insurance which occurred on January 1, 2013, evidenced by ongoing reductions in both claim counts and dollars spent. Overall the workers’ compensation program costs have fallen approximately 50% from $3,212,146 before the transition to $1,620,370 in CY 2018.

Minors on Campus
The safety of minors on campus is a priority at Ohio University. We are working in conjunction with HR and Legal Affairs to ensure appropriate background checks are in place in accord with best practices.

LOOKING AHEAD

Maintain current operational activities and focus on the following initiatives:
- We are working with Finance, Procurement and Global Opportunities regarding duty of care for travelers.
- Minors on Campus: Continue to partner with HR and Legal Affairs to ensure appropriate background checks are in place.

Exp. Budget & FTE by FY
<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY18</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$.30M</td>
<td>$.36M</td>
<td>-</td>
</tr>
<tr>
<td>FTE</td>
<td>3</td>
<td>4</td>
<td>-</td>
</tr>
</tbody>
</table>

FY19 FTE by Function
- ERM: 3

FY19 Expenses by Function
- $296,212

Does not include expense budget for workers compensation and property and casualty insurance.

Finance and Administration Annual Report: 2019
TAXATION

Ensure tax compliance through timely filing, policy development, communications and procedures for the University and act as subject matter expert and lend support to all campuses on a vast range of tax topics including employment, sales and use, excise, transient, and Unrelated Business Income Tax (UBIT).

ACCOMPLISHMENTS

The Tax Cuts and Jobs Acts of 2017 led to several changes in 2018 for Ohio University.

- New tax tables and the elimination of the personal exemption resulted in changes to payroll withholding for domestic and international employees and students that work on campus.
- Policy and procedural change was made to ensure all relocation payments would be treated as wages and tax appropriately.
- Switched from a pretax deduction to a post-tax deduction for employee parking permits which eliminated the Universities exposure to UBIT for qualified transportation and parking benefits.

Based on the June of 2018 the Supreme Court made a decision in South Dakota v. Wayfair, the business nexus is now determined by each state based on the amount of revenue and number of transactions generated in that state through internet and mail order sales. We have examined the Universities exposure in each state and are in the process of collection and remittance in the states we have exceeded the nexus threshold.

At the end of 2017 the tax compliance office determined it was unnecessary for the University to collect and remit transient tax for guests staying on campus. By making this change we were able to reduce the administrative burden on the University and relieve the tax burden to our guests. In 2018 we introduced procedural changes to eliminate this undue tax burden.

KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax returns filed</td>
<td>353</td>
<td>251</td>
<td>291</td>
</tr>
<tr>
<td>Unique tax withholdings</td>
<td>513</td>
<td>176</td>
<td>167</td>
</tr>
<tr>
<td>Federal</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>State</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>School district</td>
<td>160</td>
<td>157</td>
<td>148</td>
</tr>
<tr>
<td>**Municipalities</td>
<td>349</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

**The drop in municipalities and returns filed are due to the elimination of automatic courtesy withholding for municipal tax.

LOOKING AHEAD

We will continue to monitor legislative tax developments on a federal, state and local level to ensure tax compliance and make necessary communication, policy, and procure changes to keep the University ahead of any tax changes.

FY19 FTE by Function

FY19 Expenses by Function

Included on Human Resources FY19 Expenses (pg. 36)
INFORMATION TECHNOLOGY

We are innovative leaders driven to create competitive advantage through information and technology.

Organizational Changes
OIT is in the midst of a multi-year reorganization to align our service offerings with the University's strategic priorities and to make our organization more responsive to customer demand. Organizational improvements include a unified management team, and the adoption of industry standard service management practices.

ACCOMPLISHMENTS

Accounts, Passwords & ID Cards.
- Instituted lifecycle deactivation policy for OHIO accounts, decommissioned 200,000+ unused accounts, and automated the account decommissioning process.

Teaching, Learning & Research
- Moved primary Learning Management System (Blackboard Learn) to the cloud for greater reliability, faster release of new features and fewer maintenance outages.
- Collaborated with the Office of Instructional Innovation to reduce student textbook costs by bundling digital course materials as part of the course fee.

Websites & Streaming Video
- Migrated over 80 websites from CommonSpot to Web CMS.

Collaboration, Email & Storage
- Rolled out two major Office 365 collaboration tools: Microsoft Teams for chat, remote meetings and free conference calling, and Microsoft Bookings for event, resource and meeting scheduling.
- Migrated the University from Box to OneDrive for file storage and sharing.

Internet and Phones
- Improved network infrastructure in 176 locations to support higher speeds and greater capacity. Finalized plan and launched multi-year project to implement a continuous refresh cycle for the university network.
- Switched to "eduroam" as the University’s primary wi-fi network to increase capacity and facilitate wi-fi access for students, faculty and staff who travel to other institutions.

Computer and Device Support
- Developed standardized classroom technology package and piloted the new design in 19 classrooms. Based on customer feedback, developed 5-year lifecycle strategy for classrooms.
- Began university-wide rollout of new digital sign technology that offers more features than its predecessor at a lower cost. Completed installs for the College of Business and the College of Health Sciences and Professions.

Information Security & Technology Accessibility
- Developed and received approval for three new information security policies (91.005, 91.006, 91.003).
- Increased OHIO's Information Security Maturity score by 10%.
KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emails sent/received</td>
<td>-</td>
<td>-</td>
<td>667,983,582</td>
</tr>
<tr>
<td>OneDrive files stored</td>
<td>-</td>
<td>-</td>
<td>68 TB</td>
</tr>
<tr>
<td>Teams IMs sent/received</td>
<td>-</td>
<td>-</td>
<td>1,510,680</td>
</tr>
<tr>
<td>Connections blocked by firewall</td>
<td>2.5 Billion</td>
<td>22 Billion</td>
<td>36.5 Billion</td>
</tr>
<tr>
<td>Wi-Fi devices connected</td>
<td>219,395</td>
<td>240,709</td>
<td>267,624</td>
</tr>
<tr>
<td>Internet uptime</td>
<td>-</td>
<td>99.64%</td>
<td>99.8223%</td>
</tr>
<tr>
<td>Phone uptime</td>
<td>-</td>
<td>98.6%</td>
<td>99.3001%</td>
</tr>
<tr>
<td>Service Desk incidents/requests resolved</td>
<td>56,406</td>
<td>58,232</td>
<td>59,483</td>
</tr>
<tr>
<td>Admissions Applications created</td>
<td>49,837</td>
<td>46,427</td>
<td>46,790</td>
</tr>
<tr>
<td>Active LMS courses</td>
<td>-</td>
<td>-</td>
<td>8,199</td>
</tr>
<tr>
<td>Course registrations</td>
<td>379,949</td>
<td>366,965</td>
<td>369,007</td>
</tr>
<tr>
<td>OBI reports delivered</td>
<td>537,061</td>
<td>1,007,165</td>
<td>1,618,170</td>
</tr>
<tr>
<td>OBI reporting users</td>
<td>916</td>
<td>2,304</td>
<td>3,051</td>
</tr>
<tr>
<td>Custom Integrations</td>
<td>-</td>
<td>-</td>
<td>33</td>
</tr>
<tr>
<td>Custom Applications</td>
<td>-</td>
<td>-</td>
<td>39</td>
</tr>
</tbody>
</table>

*forecasted

LOOKING AHEAD

In FY20, OIT will maintain current operational activities and focus on the following initiatives:

- Refresh and standardize the technology packages in 70 classrooms.
- Develop a remote exam proctoring service that lets online students take exams in convenient locations.
- Expand support for Starfish, the technology that underlies the My Ohio Success Network for improving student retention.
- Implement multi-factor authentication for all major OHIO online services.
- Promote institution-wide adoption of collaboration tools like Microsoft Teams, Bookings, Planner, and Flow.
- Roll out an updated solution for departmental network storage.
- Develop a consolidated and simplified data warehouse and roll out Microsoft’s Power BI data analysis and visualization tool to facilitate data-driven decision making.
- Expand our service offerings and establish Service Level Agreements for at least 10 of our services with roadmaps for at least 5 services.
POLICE DEPARTMENT

Throughout FY19, OUPD continued to enhance its community relations efforts, especially among under-represented constituents, and developed training tracks to better develop officers and supervisors.

In FY19, OUPD repeated a community survey to continue monitoring how the department is perceived by those we serve. Unfortunately, the data was not finalized in time for publication of this document, but the data from FY17 was encouraging.

OUPD Detective Mathew Austin received an award from a State victim’s advocacy group for his work on a sexual assault investigation. He went on to join the survivor and her advocate in presenting the case at a national conference.

FY17 Perception Survey Results

- **68%** reported having interacted with OUPD and of those, **70%** reported being satisfied or extremely satisfied with their encounter.
- **60%** of those whose encounter with OUPD was as a crime victim or the subject of an enforcement action reported they were satisfied or extremely satisfied with their interaction.
- **85%** of respondents said they felt safe or extremely safe on campus.
- **64%** of respondents felt our vision statement accurately reflected how OUPD is perceived.

Vision: OUPD aspires to be a national leader in 21st century policing by empowering our community through engagement, providing transformational law enforcement training, and setting the standard for excellence in our profession.

Mission: To maintain a safe and secure community, in support of the University’s mission, by providing professional law enforcement services.

Core Values: Professionalism • Humanity • Integrity
KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of sworn police officers / 1000 residential population(^1)</td>
<td>3.85</td>
<td>3.85</td>
<td>3.85</td>
</tr>
<tr>
<td>1,000 calls received / dispatcher</td>
<td>3.29</td>
<td>3.71</td>
<td>2.88</td>
</tr>
<tr>
<td>Total calls received</td>
<td>13,141</td>
<td>14,821</td>
<td>14,414</td>
</tr>
<tr>
<td>Total offense reports filed</td>
<td>1506</td>
<td>1525</td>
<td>1310</td>
</tr>
<tr>
<td>Total community relations engagements</td>
<td>-</td>
<td>6,429</td>
<td>9,823</td>
</tr>
<tr>
<td>Average number of specialized training hours completed per employee(^2)</td>
<td>42</td>
<td>50</td>
<td>64</td>
</tr>
</tbody>
</table>

\(^1\) National average is 2.1/1000  
\(^2\) Ohio Attorney General recommends 40 hours annually per employee  
*forecasted

LOOKING AHEAD

OUPD will be relocating to a newly renovated facility at the Ridges in FY20, as part of a larger administrative relocation project. The new facility will better accommodate OUPD’s needs and enhance our service to the community.

OUPD will continue to develop methods to objectively monitor police activity, with the goal of quickly identifying and addressing any evidence of racial bias in its officer’s enforcement activities.

OUPD is replacing its 25 year-old dispatch and records management software with a modern solution and in the process, OUPD is also forging a closer relationship with Athens County 911, allowing both agencies to serve as one another’s back up.
DIVISION ROADMAP

LOOKING AHEAD

As a division, we are well-positioned to build-off of our recent successes and continue to provide valued, efficient services to our institution. In President Nellis’ Apr 25, 2019 message to faculty and staff, he shared the following message:

“I am confident that we can achieve a new direction because in my two years at Ohio University, our outstanding faculty and staff have shown me that we have the intellectual and innovative power to do this.

- President Nellis

I share President Nellis’ optimistic view of what we can achieve and how we can meet his Strategic Pathways and Priorities. At all levels of our organization, we have team members who take pride in their work and who are willing to step-up to a challenge when they are called-upon.

As a division, we will continue to find ways to become more efficient and effective in our roles. Each of our units has established goals to improve business processes and leverage technology. We will track our progress against these goals and hold ourselves to a high level of accountability.

Additionally, we will continue to evolve to support the needs of our campus. We are business partners with our planning units and colleges across campus, and we must be able to support their business needs and strategies.

Collectively, each of us plays a role as a steward of the assets (financial, physical, people, reputation) of this institution. I take great joy in the great work that each of you do and our ability to continue to find ways to work together.