Val Peterson, Vice President
Finance & Administration

PBA 2013
November 19
Divisions & Departments

• Mike Francis – Assoc. Vice President, Finance & Business Services
• Ray Walker – Assoc. Vice President/CIO, Information Technology
• Jim Michaelis – Assoc. Vice President, Facilities & Planning
• Vince Otoupal – Assoc. Vice President, Athletics
• Nancy Bartlett – Officer, University Compliance
• Robin Ebmeyer – Director, Risk Management/Emergency Preparedness
• Jacob Atkin – Director, Internal Audit
Finance & Administration Unit Objectives

• **FA I. Objective:** Acquire facilities and capital development projects for the long term viability of the institution.
  - FA I.a. Goal: Five-year capital facilities plan
  - FA I.b. Goal: Capital improvement plan

• **FA II. Objective:** Ensure the institution has the IT infrastructure to compete in the global marketplace.
  - FA II.a. Goal: Develop a strong mobile presence
  - FA II.b. Goal: Support the distance and interactive educational mission of the University
  - FA II.c. Goal: Replace all servers and routers greater than seven years
  - FA II.d. Goal: Position the University for the changing software landscape
Finance & Administration Unit Objectives

- **FA III. Objective:** Develop an athletic program that is nationally competitive on the field and in the classroom
  - FA III.a. Goal: Win two conference championships annually
  - FA III.b. Goal: Be in the top three in all sports
  - FA III.c. Goal: Lead the conference in GPA
  - FA III.d. Goal: Increase attendance to events

- **FA IV. Objective:** Account, maintain, and safeguard the resources of the institution for the intended educational purposes.
  - FA IV.a. Goal: Have a clean annual audit
  - FA IV.b. Goal: Safely invest institutional resources for a maximum return in accordance with the Money Management Act
  - FA IV.c. Goal: Have a viable audit plan which reviews high risk areas at least bi-annually
  - FA IV.d. Goal: Coordinate compliance functions within the organization directed at assisting the University to comply with its legal, regulator and ethical obligations
Finance & Administration Unit Objectives

- **FA V. Objective:** Maintain a safe, clean and sustainable campus environment.
  - FA V.a. Goal: Maintain an award winning grounds
  - FA V.b. Goal: Maintain a clean, comfortable environment conducive for learning
  - FA V.c. Goal: Develop a parking system which provides adequate, balance parking for students, faculty, staff and community
  - FA V.d. Goal: Provide a safe environment conducive to facilitating the learning process

- **FA VI. Objective:** Provide auxiliary and enterprise services that are effective, efficient and supportive of students, faculty and the University.
  - FA VI.a. Goal: Provide services in a professional, innovative, collaborative and service oriented environment
  - FA VI.b. Goal: Provide services and products that are consistent and competitive
$12.5M for 125 acres of Geneva property

FA 1. Objective: Acquire facilities and capital development projects for the long term viability of the institution.

This property is essential for the long-term mission of the University as it develops and matures as a regional university.

This is a unique opportunity to purchase raw land in the center of Utah county, which is currently the fastest growing county in the state of Utah.

Finance & Administration Request #1
$200,000 for main entrance roundabout modification

FA I. Objective: Acquire facilities and capital development projects for the long term viability of the institution.

More queuing space needs to be provided in order for the continuous flow interchange (CFI) to operate efficiently and effectively. The current location of the roundabout will need to be moved to the north.
Mike Francis, Associate Vice President
Finance & Business Services
INTRODUCTIONS

Ked Black
Controller

Val Brown
Director, Dining Services

Ryan Lindstrom
Director, Procurement Services

Mark Hildebrand
Director, UCCU Center

David Scott
Director, Printing Services

Mitchell Bergesen
Jr. Accountant

Louise Bridge
Director, Bookstore

Associate VP for Finance
The mission of the Associate Vice President for Finance is to provide the University with support services that are meaningful and relevant in assisting the university communities and other stakeholders in achieving institutional goals. The commitment is to provide these services in a professional, innovative, collaborative, and service oriented environment. Reports will provide accurate, timely, and relevant financial data; service enterprises and auxiliary services will provide products and services with price, quality and selection competitive in the marketplace. A guiding principle of this office will always be to safeguard the assets and resources of the University.
Objectives

FA-FIN I. **Objective:** Provide printing services in a professional, innovative, collaborative, and service oriented environment.

FA-FIN II. **Objective:** Safeguard the assets and resources of the University. The office provides accurate, timely, and relevant financial data and services to the university.

FA-FIN III. **Objective:** Support the educational programs and contribute to the intellectual climate of the university.

FA-FIN IV. **Objective:** Provide a versatile and well maintained event center.

FA-FIN V. **Objective:** Provide dining products and services with price, quality and selection competitive in the marketplace.

FA-FIN VI. **Objective:** Obtain supplies and services for effective operation while ensuring adequate and continuing sources of supply, consistent with legal, budgetary, and delivery requirements.
## SUMMARY OF REQUESTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Source</th>
<th>One-time/ Reallocation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit Fee Increase (Controller’s Office)</td>
<td>Appropriated Funds</td>
<td>Ongoing</td>
<td>$15,000</td>
</tr>
<tr>
<td>Improved Reporting System – BI (Controller’s Office)</td>
<td>Appropriated Funds</td>
<td>One-time</td>
<td>$55,000</td>
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<tr>
<td>Surplus Part-time Salary (Procurement)</td>
<td>Appropriated Funds</td>
<td>Ongoing</td>
<td>$15,000</td>
</tr>
<tr>
<td>Receiving Part-time Salary (Procurement)</td>
<td>Appropriated Funds</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td><strong>Total Appropriated</strong></td>
<td></td>
<td><strong>$115,000</strong></td>
</tr>
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</table>
# SUMMARY OF REQUESTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Source</th>
<th>One-time/ Reallocation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion and Remodel (Bookstore)</td>
<td>Unexpended Plant Funds</td>
<td>Reallocation</td>
<td>$724,500</td>
</tr>
<tr>
<td>Purchase New Oven (Dining Services)</td>
<td>Unexpended Plant Funds</td>
<td>Reallocation</td>
<td>$57,000</td>
</tr>
<tr>
<td>Administrative Assistant III</td>
<td>UCCU Earnings</td>
<td>Ongoing</td>
<td>$50,000</td>
</tr>
<tr>
<td>(UCCU Center)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Total Non-Appropriated** $831,500
Printing operates several services on campus including two copy centers, the offset printing facility in the GT building, and the visual arts lab located in the library. Printing Services also offers graphic design services and administers a satellite copier program for the convenience of departments who need copiers for their offices. The department has approximately 20 employees.
Objectives

Provide printing services in a professional, innovative, collaborative, and service oriented environment (Operate Effectively, Manage Growth)

- Goal – Retire and replace obsolete printing equipment with new digital equipment
- Goal – Train and prepare younger staff to fill key positions that will be vacated from several pending retirements
- Goal – Reorganize and restructure the department to facilitate smooth and efficient production and make the best use of employee talent, experience, and ability
## 4-Year Plan

### Year 1
- Train personnel to operate new digital press and increase digital print volume
- Transition to laser-printed business cards

### Year 2
- Acquire inkjet envelope printer and discontinue offset envelopes - $15,000
- Acquire additional bindery equipment engineered for digital print - $35,000

### Year 3
- Purchase equipment to transition to inkjet letterhead - $18,000
- Upgrade administrative assistant position to business manager position - $10,000
- Relocate visual arts lab from Library to the GT building - $75,000 (space already acquired)

### Year 4
- Reorganize/restructure in response to retiring staff and new digital print environment
The Finance and Business Services department handles the collection, recording, and reporting of tuition and all other campus revenues. The department also handles all payments, recording, and reporting of University expenditures, which includes processing and payment of accounts payable and payroll. They are responsible for the reporting of financial transactions to various internal and external parties and for the preparation of the university’s official financial statements and external audits. They also provide assistance and training on how to interpret financial reports at the departmental level. 37 Full-time and 24 Part-time employees.
Objectives

Finance & Business Services strives to safeguard the assets and resources of the University. The office provides accurate, timely, and relevant financial data and services to the university (Operate Effectively, Manage Growth)

- Goal – Have a clean annual audit – operate at a high level of accuracy & efficiency
- Goal – Provide campus-wide business intelligence reporting
- Goal – Safely invest institutional resources according to the Money Management Act up to $40 million to obtain substantially higher current interest earnings than PTIF
4-Year Plan

Year 1
- Audit fee increase - $15,000
- Implement improved reporting systems (Business Intelligence) - $100,000 ($45,000 Secured)
- Evaluate part-time employee salaries
- Continue to implement PCI compliance - $170,000 (Funding Secured)

Year 2
- PCI compliance Business Office position- $83,700 (S&B)
- PCI compliance current and capital - $80,000
- Continue to utilize UVU student interns
- Bring part-time salaries to realistic market level - $25,000 (Ongoing)
- Hire a full-time grants & contracts accountant - $82,000 (S&B)

Year 3
- Hire a full-time travel coordinator - $45,000 (S&B)
- Hire a full-time collections specialist - $48,500 (S&B)

Year 4
- Hire a full-time accounts receivable specialist - $48,500 (S&B)
The Bookstore provides all required Course Materials, School Spirit Items and also manages Scoops. Has 17 Full Time Employees and 40 student and part time employees. During peak periods at the start of the semester that increases to 100.
Objectives

Support the educational programs and contribute to the intellectual climate of the university
(Operate effectively, Manage Growth, and Student Success)

- Goal – Increase space for students, merchandise, cash registers
- Goal – Work with departments to put digital textbooks on Canvas
- Goal – Increase social media presence
- Goal – Enhance e-commerce, virtual shopping
- Goal – Provide students with materials required to achieve academic success
- Goal – Consistently benchmark ourselves by reviewing all trends and marketing options (outsource) in the bookstore environment
4-Year Plan

Year 1
- Bookstore Expansion/Remodel - $724,500
- Increase digital textbook offerings
- Maintain effective Bookstore buyback (ongoing)

Year 2
- Capture additional market share by increasing Virtual Shopping Sales 5% per year - 24/7 shopping
- Scoops III in new Classroom Building - $200,000

Year 3 & 4
- Increase Social Media presence (ongoing)
- Promote loyalty program
- Keep abreast of market trends
- Work with Advisory Board of Faculty, Staff and Students to meet customer needs
# Bookstore Financial Contributions

<table>
<thead>
<tr>
<th>Financial Contributions</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Wages</td>
<td>320,074.08</td>
<td>318,642.48</td>
<td>308,900.84</td>
<td>333,456.78</td>
<td>315,582.33</td>
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<tr>
<td>Overhead Paid to UVU</td>
<td>207,230.00</td>
<td>230,987.00</td>
<td>237,778.00</td>
<td>250,691.00</td>
<td>249,500.00</td>
</tr>
<tr>
<td>Contributions to Plant Fund</td>
<td>509,601.27</td>
<td>441,614.31</td>
<td>584,908.09</td>
<td>155,122.42</td>
<td>(17,286.50)</td>
</tr>
<tr>
<td>Contrib Stu Athletics Book Scholar</td>
<td>24,122.71</td>
<td>25,850.33</td>
<td>24,073.74</td>
<td>20,876.92</td>
<td>23,100.00</td>
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<tr>
<td>Library</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Summer University</td>
<td>2,000.00</td>
<td>2,000.00</td>
<td>2,000.00</td>
<td>2,000.00</td>
<td>7,500.00</td>
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<tr>
<td></td>
<td><strong>1,066,028.06</strong></td>
<td><strong>1,022,094.12</strong></td>
<td><strong>1,160,660.67</strong></td>
<td><strong>765,147.12</strong></td>
<td><strong>581,395.83</strong></td>
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</tbody>
</table>
The UCCU Center is an 8,000 seat multi-purpose arena. The Center is governed by a partnership between UVU and Utah County. Both have a shared interest in the facility. The UCCU Center is managed by UVU. The Center hosts UVU Athletic events as well as many University related functions including the annual Scholarship ball and UVU graduations. The Center also hosts many community events. The Center houses the Athletic management offices, culinary arts, PE classes and dance classes. The University and community related events bring a variety of people to campus providing an introduction to the University.
Objectives

The UCCU Center is committed to being the premier venue of its kind by providing facilities and services for events in a professional, innovative, collaborative, and service oriented environment (Operate Effectively, Engaged, Serious, Inclusive, Student Success)

- Goal – Provide a versatile and well maintained event center
- Goal – Maintain a well-trained and service oriented staff
- Goal – Promote quality events that serve and enhance the university, UVU athletics, and our community
- Goal – Manage to assure economic stability of the facility
4-Year Plan

Year 1
- Hire full-time administrative assistant - $50,000 (S&B)
- Open Sports Grill for lunch - $25,000
- TV’s in front of the ticket office and concession stands - $23,000
- Facility maintenance bleachers -$50,000 annual (ongoing)

Year 2
- Upgrade Sound system - $150,000
- Install grill and fryer to the NE concession stand - $27,000
- Facility maintenance bleachers -$50,000 annual (ongoing)

Year 3 & 4
- Facility maintenance bleachers -$50,000 annual (ongoing)
- Arena Drapes - $74,000
Along with the valley view cafeteria and catering, dining services has a food court and six national restaurant brands on campus. Annual sales are approximately 4 million dollars. There are 7 full time employees; 15 part time employees and over 150 student employees.
Objectives

Dining Services will provide products and services with price, quality and selection competitive in the marketplace (Operate Effectively, Student Success)

- Goal - Provide food selections with healthy choices, branded selection and nutritional information
- Goal – Offer the same, or similar, selections of restaurant choices available in community
- Goal – Provide a quality dining service experience in the most courteous, timely and cost effective manner
4-Year Plan

Year 1
- Purchase new oven/steamer to accommodate remote catering to new classroom building. Unit will increase kitchen capacity by 35% - $57,000
- Secure location for commissary near main kitchen to effectively manage inventory and food costs for all 10 revenue centers

Year 2
- Complete build-out of restaurant area in new classroom building - $150,000
- Evaluate cost effectiveness & begin plans for additional restaurants on campus

Year 3
- Secure funding for 1800 square feet of expansion to kitchen production and catering space along with new equipment - $950,000

Year 4
- Survey and evaluate effectiveness of all campus food restaurants and their brand strengths and make corrective action plans to adjust where necessary
### Dining Services Financial Contributions

<table>
<thead>
<tr>
<th></th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Wages</td>
<td>724,252.57</td>
<td>794,483.77</td>
<td>733,092.91</td>
<td>753,272.70</td>
<td>707,497.39</td>
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<tr>
<td>Overhead Paid to UVU*</td>
<td>173,905.00</td>
<td>189,783.00</td>
<td>192,858.00</td>
<td>152,943.00</td>
<td>168,366.01</td>
</tr>
<tr>
<td>Contributions to Plant Fund</td>
<td>54,378.72</td>
<td>(20,738.45)</td>
<td>31,351.91</td>
<td>(282,218.00)</td>
<td>(78,412.50)</td>
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<tr>
<td>Athletics Sponsorship</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>Discounts to UVUSA and Clubs</td>
<td>10,000.00</td>
<td>10,000.00</td>
<td>10,000.00</td>
<td>10,000.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>967,536.29</strong></td>
<td><strong>978,528.32</strong></td>
<td><strong>972,302.82</strong></td>
<td><strong>638,997.70</strong></td>
<td><strong>812,450.90</strong></td>
</tr>
</tbody>
</table>

*This is the net amount Dining Services Paid in Overhead. They pay a large amount but they get a portion of it back in intracampus rent, this amount reflects the overhead less rental revenue.*
Procurement Services assists campus departments with obtaining goods, services, and supplies needed for effective operation through the purchasing card program, the limited purchase check program, and the purchasing process which includes PO’s, bids, proposals, and resulting contracts. Materials Management is comprised of Mail Services, Receiving, Warehouse and Surplus Property.
Objectives

Serve the university community within a professional, innovative, collaborative, and service-oriented environment by obtaining supplies and services for effective operation while ensuring adequate and continuing sources of supply, consistent with legal, budgetary, and delivery requirements (Operate Effectively)

- Goal – Efficiently and effectively manage University contracts
- Goal – Efficiently and effectively receive and distribute ordered goods and dispose of University surplus
- Goal – Implement innovative procurement solutions
- Goal – Promote and maintain a high standard of job relevant knowledge, professional conduct and education among all staff
4-Year Plan

Year 1
- Receiving part-time salary - $30,000
- Surplus part-time salary - $15,000
- Review professional employee salaries
- Review part-time employee salaries

Year 2
- Establish a full-time contract administrator position - $62,500 (S&B)
- Bring professional employee salaries up to market - $20,000
- Bring part-time employee salaries up to market – $12,500
- Evaluate the feasibility of an e-procurement solution

Year 3 & 4
- Develop, and implement an e-procurement solution - $250,000 one-time, $150,000 ongoing if feasible
QUESTIONS?
PACE ADVOCATES FOR AND RECOGNIZES STAFF BY PROVIDING A UNIFIED VOICE TO THE CAMPUS COMMUNITY, SOCIAL AND SERVICE OPPORTUNITIES, AND SUPPORT FOR PROFESSIONAL DEVELOPMENT.
Our Objectives

- ADVOCATE
- UNIFY
- COMMUNICATE
- INVOLVE
ADVOCATE FOR STAFF BY REPRESENTING AND ADVANCING THEIR INTERESTS AND RECOGNIZING THE VALUE OF THEIR CONTRIBUTIONS.
Goal #1:
Increase funding to meet forecasted needs to assist more staff with Professional/Educational Development
- Develop forecasting models
- Request appropriate funding
ADVOCATE

Goal #2:

Increase nominations for Wolverine Sightings and PACE Distinguished Employee awards

• Improve nomination website
• Increase visibility of programs
ADVOCATE

Goal #3:
Attend and advocate for staff at Utah Higher Education Staff Association (UHESA) and university committee meetings

- Improve attendance at UHESA meetings
  - Request $1000 for UHESA Travel
- Increase/adjust PACE representation on university committees
"UNIFY THE DIVERSE GROUPS OF STAFF ACROSS CAMPUS TOWARD COMMON GOALS IN ALIGNMENT WITH THE UNIVERSITY MISSION."

Objective #2
UNIFY

Goal #1:
Increase involvement in Service Projects and usage of Volunteer Hours
- Partner with Volunteer & Service Learning Center
- Increase staff awareness of opportunities and available options
UNIFY

Goal #2:

Increase participation in Staff Fall Forum

• Take over responsibility for the event
  • Request $3500 for forum costs
• Create guidelines for event scheduling
• Increase awareness among staff
Objective #3

“COMMUNICATE with administration and staff by providing a forum for the exchange of information.”
COMMUNICATE

Goal #1:

Redesign website to increase usefulness, traffic, and feedback

• Focus on PACE Objectives and Staff Interests
• Assess current traffic patterns to improve ease of use
COMMUNICATE

Goal #2:
Develop and implement a communication plan
• Draft & Approve Communication Plan
COMMUNICATE

Goal #3:
Share information from attendance at UHESA and university committees with staff

- Communicate relevant information and benefits for part-time employees
- Increase accountability for senators to communicate with constituents
INVOLVE STAFF BY ENCOURAGING SOCIAL, SERVICE, AND PROFESSIONAL ENGAGEMENT ON CAMPUS AND IN THE COMMUNITY.

Objective #4
INVOLVE

Goal #1:
Increase involvement and satisfaction with Summer University

• Establish a count within sessions
• Study IRI survey results
• Find new ways to assess satisfaction
INVOLVE

Goal #2:
Develop measures for gauging participation and satisfaction with PACE Socials
• Develop measures
QUESTIONS?

Summary of Requests:

- $1000 for UHESA travel costs
- $3500 for Staff Fall Forum

Disclaimer: No PACE members were harmed (or photographed) in production of this slideshow.
Information Technology
PBA Presentation
November 2013
Overview of IT PBA requests for FY2014

1. Software $176,000 OG (also support academic request for Turnitin)
2. 4 positions - $237,000 OG
   Network Engineer $90,000 – critical need
   Support Technician for Classroom Building (1/2 year then OG) $28,500 ($57,000 for FY2015)
   Media Technician (1/2) for Classroom Building (shared with Wellness Center) $28,500
   Support for growth of systems $90,000
3. Wireless growth (both access points and security) - $150,000 OT
   Includes access points $100,000 and security for growth $50,000
4. Critical R&R Infrastructure - $400,000 OT
5. R&R Infrastructure - $100,000 OG
6. Employee retention (Salary $100,000)
7. Equella/Kaltura state commitment $88,112 ($91,312 FY2015) OG
8. Project/Service Management Software $90,000 OT, $18,000 OG
9. Campus-wide IT Master Plan discussion/approval

Support Academics with Media for Classrooms
Support Wellness Center in ½ FT position for building media/technical support

Total cost of requests for coming year $619,112 OG, $640k OT
Trends
Educause Top 10 (2009 – 2014)

1. Governance, Planning, Funding and Staffing
   1. Establishing and implementing IT governance throughout the institution
   2. Portfolio/Project Management
   3. Strategic Planning of IT - Integrating information technology into institutional decision-making
   4. Funding IT strategically (shifts)
   5. IT staffing and organizational model (openness, agility, salary, training, updating)

2. Infrastructure
   1. Infrastructure and Cyberinfrastructure
   2. Institution-Wide cloud strategy (risks, size, funding, solutions, what make sense)
   3. Supporting the trends toward IT consumerization and bring-your-own device (BYOD)
   4. Identity/Access Management

3. Systems and Data for Decision Making & Operations
   1. Using analytics to support critical institutional outcomes
   2. Transforming & improving the institution's operational efficiency/business with information technology
   3. Administrative/ERP/Information Systems

4. Security, Disaster Recovery/Business Continuity
   (Risks - balance costs and openness with security)

5. Mobile Technologies
   (including wireless devices, support & leveraging)

6. Teaching and Learning Technology
   1. Improving student outcomes through an approach that leverages technology
   2. Teaching and Learning with Technology including Learning Management Systems & classroom tech
   3. Determining the role of online learning and developing a sustainable strategy for that role
   4. Supporting research mission through high-performance computing, large/big data, and analytics
IT Mission

Provide reliable, essential technology infrastructure, systems, and services that support the university’s mission, core themes, objectives, and administrative imperatives and that provide technology tools to better educate more students with both effectiveness and efficiency.

IT Vision and Role at UVU

1. **Maintain** (Keep The Lights On) – It is imperative that IT maintains the current infrastructure and systems in order to provide the needed network, Internet, administrative/business systems, email and communications systems, and teaching infrastructure. This involves repair and replacement of aging equipment preferably before failure and at a goal of no more than seven years for most equipment.

2. **Support** (Keep UVU working) – As the university grows, expands, and changes IT must provide service, support, and training for the campus during the time it is open and provide it for those who are not on campus 24x7x365 except in designated, necessary or unplanned outages and times.

3. **Efficiency** (Keep Costs Down) – As the university grows, technology must provide efficient, effective user friendly systems for the business of the university that help to improve student outcomes, decrease the cost of instruction, increase the efficiency of campus service and facilitate communications and decision making.

4. **Innovate** (Introduce Innovative methods) - As the university expands its distance education offering and continues to face space challenges, IT must provide services and tools that provide for the “Virtual University” including video and audio conferencing and communications, Internet delivery systems, and remote services. These tools must also provide opportunities to engage students and university communities.
IT Objectives

1. Strategically plan, fund and manage technology across the university
2. Provide a stable and secure IT infrastructure
3. Provide up-to-date mobile systems and services
4. Provide efficient and effective systems and services
5. Support teaching and learning through technology
Strategically plan, fund and manage technology across the university

Goals:

• Develop and implement a strategic master plan for IT
  2014-2017 (Annually)
  - Review Strategic Master Plan for IT
  - Implement IT governance through the institution with executive and broad input
  - Integrate IT into institutional decision-making

• Review and establish funding models for IT
  FY 2013
  - Establish real cost of IT services for accountability
    FY 2014
    - IT funding models for growth (people, building, projects, systems)
      FY 2014-2017
    - Fund real costs of IT for campus initiatives and priorities
    - Move from a capital expenditures (Cap-Ex) model towards an operation expenditures (Op-Ex) model in preparation for cloud and state-wide services when financially feasible (out of R&R funds).
Strategically plan, fund and manage technology across the university

Goals:

• **Establish Priorities, Metrics and Accountability**
  FY 2013
  - Implement Wendia (project/portfolio management) for accountability & prioritization
  - Additional for site license $90,000 one-time
  - Additional maintenance for site license $18,000 on-going

• **Address IT staffing issues of salary, training & workload**
  FY 2014
  - IT salaries adjustment towards market $100,000
  FY 2015
  - Skills/Training for changing technology $40,000
  FY 2014-2017 (annually)
  - Address workload of IT employees (additional people, efficiency, reduction of work)
  - IT salaries adjustment towards market
Provide a stable and secure IT infrastructure

Goals:

• Reduce the age of the infrastructure

FY 2014

- Replacement of critical infrastructure 7 years and older – $400,000 OT
  (Total need is $3,750,000 for 7 years and older)

Value in millions of dollars (Total value $11,190,000)

7 year replace cycle is $1,600,000 annually - Have $650,000 need $950,000 more
Provide a stable and secure IT infrastructure

Goals:
• Reduce the age of the Infrastructure

FY 2014
- Progress towards replacement cycle - $100,000 OG (total needed $950,000)

FY 2015
- Replace campus firewall (end of life) $350,000 OT
- Replace Banner server & SPAM infrastructure $750,000 OT
- Replace digital phone cards $50,000 OT

FY 2014-2017
- Increase staff in order to be able to do the replacement (see growth request)
- Seven year replacement cycle - $850,000 OG (total needed $950,000)
- Life-cycle funding for new technology
Provide a stable and secure IT infrastructure

Goals:
• Address the growth of Technology System

Additions to IT
April 2012 – Science Building ($ in new infrastructure)
March 2014 – Student Life and Wellness Building ($ in new infrastructure)
January 2015 – Classroom Building ($ in new infrastructure)
Future – Performing Arts, New Campus Entrance and Business Expansion
Remote Campuses and Sites

Current Wireless
Over 6000 concurrent users
Over 30,000 devices
Only 400 access points
Classroom need more coverage
Provide a stable and secure IT infrastructure

Goals:

- **Address the growth of Technology System**
  - **FY 2013-14**
    - Install technology for Student Life and Wellness and Classroom Buildings
  - **FY 2014**
    - Fund increased software licensing costs $176,000 OG
    - Network Engineer $90,000 OG
    - Support Technician for Classroom building $28,500 OT (1/2) (part 1)
    - Media Technician for Classroom building $28,500 (1/2 shared with Wellness)
  - **FY 2015**
    - Support Technician for Classroom building $57,000 (part 2)
    - IT Operations Director $25,000 (internal promotion/re-org)
    - Virtual System Admin upgrade to senior $30,000
  - **FY 2016**
    - Increase storage for email and network storage $150,000
  - **FY 2015-17**
    - 7 Additional Infrastructure Support Personnel for Growth
      - 4 Systems Administrators $360,000
      - 2 Network Administrators $180,000
      - 1 Technician $60,000
    - Funding model for growth of employees and students (per person)
Provide a stable and secure IT infrastructure

Goals:

- **Increase the capability & efficiency of the infrastructure**
  
  **FY 2013-14**
  - Implement EduRoam and federation access and identity management
  - Move virtual servers to state cloud services
  - Move student email to cloud (Microsoft 365/Google Apps)
  - IP TV (cable TV replacement)
  
  **FY 2014**
  - Wireless NAT for additional addresses $100,000 OT
  - Implement NAC for wired network ports $117,000 OT $95,000 OG
  - Start move to new networking technology (SDN)
  
  **FY 2016**
  - Start move to public cloud services (evaluate carefully as to how and where it make sense)
  - Adjust to Software as a Service (SAS) model (Adobe, Microsoft, etc)
  - BYOD and shift towards consumer systems and support
  - Strategically implement SharePoint within resources available
  - Move to 10 Gig backbone and 1 Gig desktop network (during R&R)
Provide a stable and secure IT infrastructure

Goals:

• Secure data, systems and technology
  FY 2013-14
  - Install disaster recovery/business continuity hardware
  - PCI compliant level 3 - submit self study report and quarterly scans  
    FY 2014
  - Have a disaster recovery/business continuity “drill” to confirm capability  
    FY 2015
  - SIEM logging system and service for security event management $150,000
  - Next state security audit – improve on past performance  
    FY 2013-17
  - Create repeatable processes for security and compliance
Provide up-to-date mobile systems and services

Goals:

• Increase coverage and capacity of mobile infrastructure
  FY 2014
  - Increase WiFi density by adding 100 access points ($150,000 first year of 3 years)
  FY 2015-16
  - Increase wireless density by adding 200 more access points (1 per classroom) ($200,000 OT)
  - Better cell phone coverage by completing DAS & get cell providers on-board
  FY 2017
  - On-going maintenance for 300 more access points ($100,000 OG)

• Build mobile friendly apps, websites, and services
  FY 2013
  - Registration on mobile – just released
  FY 2013-14
  - Finish migration to a mobile-enabled website
  - Mobile application modernization to include off-line capabilities/new look

• Have a mobile-first philosophy for implementing services
  FY 2014-17
  - When building new services, build interface with mobile design
Provide efficient and effective systems and services

Goals:

• **Support the business processes of the university**
  
  **FY 2013**
  - Rollout time and attendance system campus-wide
    **FY 2014**
  - Implement BannerXE and start conversion of current processes
  - Implement Recruiter and Banner CRM
   **FY 2015**
  - Software Engineer $106,500 (backlog of projects)
  - Web Programmer $80,000 (backlog of projects)

• **Support Business Intelligence (data for decision making)**
  
  **FY 2014**
  - Financial reporting and business intelligence ??
  
  **FY 2014-17**
  - Support analytics for student success and retention
Provide efficient and effective systems and services

Goals:
• **Improve website and communications**
  
  FY 2015
  - Web Developer $70,000 (large backlog of projects)
  
  FY 2013-17
  - Better accountability for content being up-to-date
  - Review effectiveness and usability of websites
  - Use website analytics and usability studies to improve website

• **Improve business processes of the university and increase efficiency**
  
  FY 2014
  - Re-implement and improve UVLink portal
  - Kuali membership $9,500
  
  FY 2017
  - Move towards State-wide (possibly open source) administrative systems (Kuali)
  
  FY 2014-17
  - Improve DegreeWorks (WolverineTracks) for predictive scheduling and student success
  - Use Business Process Analysis to improve all major business processes
  - Process automation based on campus priorities
Support teaching and learning through technology

Goals:

• **Support classroom technology infrastructure**
  
  FY 2014
  - Install new classrooms in classroom building
  - Seven year or less replacement cycle for classroom technology $200,000 OG
  - Leverage BYOD and virtual environments for more efficient classrooms

• **Support distance and on-line learning technology**
  
  FY 2013-17
  - Support distance learning with infrastructure capacity and capability
  - Support testing technology for distance and on-line learning
  - Coordinate technology for on-campus and off-campus origination and receive sites
  - Implement and support new DE technologies & platforms as needed
  - Support for MOOCs and competency based education
  - Better support for remote campuses and off-campus activities
    
    FY 2015
  - Expand HelpDesk/Call Center hours $85,000
Support teaching and learning through technology

Goals:

• **Provide current technology tools for academics**
  
  FY 2014
  - Fund and support state-wide Equella/Kaltura system  $90,000 annually
    Equella is content management for teaching resources
    Kaltura is video streaming and storage
  - Turnitin Software on going funding (academic request)
  - Support e-Portfolio needs for academics (training and systems)
    FY 2015
  - Wide-spread availability of lecture capture systems
    FY 2016
  - Institutionalize Adobe software contract - $140,000 annually
    FY 2013-2017
  - Examine and recommend software for teaching and learning
Support teaching and learning through technology

Goals:
• Provide resources and analytics for student and faculty success
  
  FY 2014-17
  - Move towards virtual labs and software as a service (SaaS)
    ($300,000 OT and $300,000 OG)
  - Implement analytics for teaching and learning (PARS)
  - Respond to other academic initiatives
Questions
Jim Michaelis, Associate Vice President
Facilities & Planning
PBA 2014
MISSION STATEMENT

The mission of the Utah Valley University Facilities Department is to provide a safe, clean, comfortable and sustainable environment conducive to learning. This is to be accomplished through an adaptive and diverse support team of dedicated and well-trained professionals whose purpose is to meet the facilities needs of the university, its students, faculty, staff, and the surrounding community.
FACILITIES OBJECTIVES

Acquire and maintain facilities for the long term viability of the University

(Operate effectively and manage growth)

A. Goal - 5 Year Plan
B. Goal - Capital Improvement Plan
5 - YEAR PLAN

1. Performing Arts building
2. Thanksgiving Point Satellite building
3. Business building
4. Performing Arts building II
5. Classroom building

Land banking

125 acres Geneva/Anderson
## FY 2015 Capital Improvement Requests

<table>
<thead>
<tr>
<th>Building</th>
<th>Facility</th>
<th>Risk ID #</th>
<th>Project Name</th>
<th>Type</th>
<th>Prio rity</th>
<th>Facility Condition</th>
<th>Description/Justification</th>
<th>Cost Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>6236, 620</td>
<td>Pipe Science, Gunther Trades Buildings: Fire Door Repair And Replacement</td>
<td>Infrastructure</td>
<td>1</td>
<td>Life Safety</td>
<td>The fire doors in the Pope Science and Gunther Trades buildings are not functioning properly and pose a Fire/life safety threat. These buildings are currently out of fire code compliance.</td>
<td>$ 80,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>8744</td>
<td>Extended Educaton Building: Replace Existing 2 Elevator</td>
<td>Infrastructure</td>
<td>2</td>
<td>Infrastructure</td>
<td>Replace existing elevator that is 50 years old.</td>
<td>$ 125,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>8744, 9675, 8042</td>
<td>Extended Education Building, UCAS Building, Fire Science Building: Replace Fire Alarm Systems</td>
<td>Infrastructure</td>
<td>3</td>
<td>Infrastructure</td>
<td>Replace aging fire alarm systems with new campus system fire alarm system.</td>
<td>$ 200,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>8042</td>
<td>Fire Science Building: Replace HVAC Units</td>
<td>Infrastructure</td>
<td>4</td>
<td>Infrastructure</td>
<td>Replace aging HVAC units at Fire Science Building.</td>
<td>$ 140,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>620</td>
<td>Sparks Automotive Building: Replace Existing Hot Water Lines</td>
<td>Infrastructure</td>
<td>5</td>
<td>Infrastructure</td>
<td>Replace deteriorating domestic hot water lines.</td>
<td>$ 100,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>7478</td>
<td>Woodbury Service Center: Exterior Skin Replacement</td>
<td>Infrastructure</td>
<td>6</td>
<td>Infrastructure</td>
<td>The exterior building skin of the Woodbury Service Center is deteriorating. It is in need of replacement.</td>
<td>$ 150,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>8641</td>
<td>Health Professions Building: Replace Chiller</td>
<td>Infrastructure</td>
<td>7</td>
<td>Infrastructure</td>
<td>Replace Air cooled chiller.</td>
<td>$ 200,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>6237a</td>
<td>PE Building/South Activity Center: HVAC Repairs</td>
<td>Infrastructure</td>
<td>8</td>
<td>Infrastructure</td>
<td>Replace air handlers or add additional coils to all fans. Lower the potential for crossovers in HVAC water systems.</td>
<td>$ 70,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>9356</td>
<td>Liberal Arts Building: Replace VAV Controllers And Reheat Valves</td>
<td>Infrastructure</td>
<td>9</td>
<td>Infrastructure</td>
<td>Replace VAV controllers and reheat valves with latest VAV controllers and reheat valves. Update the software and control systems to accommodate changes.</td>
<td>$ 70,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>4896</td>
<td>Browning Administration Building - Lower Level: Replace VAV Controllers</td>
<td>Infrastructure</td>
<td>10</td>
<td>Infrastructure</td>
<td>Replace VAV controllers with LON controllers, LON stats and Analog type Belimo valves.</td>
<td>$ 50,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>4896</td>
<td>Browning Administration Building: Heating And Cooling Lines</td>
<td>Infrastructure</td>
<td>11</td>
<td>Infrastructure</td>
<td>Install another coil or replace air handlers with 2 coil units for AH-1 and AH-2.</td>
<td>$ 80,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>4896</td>
<td>Browning Administration Building: Replace Controllers</td>
<td>Infrastructure</td>
<td>12</td>
<td>Infrastructure</td>
<td>Replace “Zone-2” controllers with LON controllers.</td>
<td>$ 20,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>6236</td>
<td>Science, Pope Science Buildings: Replace Air Supply Fans</td>
<td>Infrastructure</td>
<td>13</td>
<td>Infrastructure</td>
<td>Replace/Upgrade three supply fans in the Science and Pope Science Buildings.</td>
<td>$ 300,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>7021</td>
<td>Central Plant 1: Cooling Tower Repair</td>
<td>Infrastructure</td>
<td>14</td>
<td>Infrastructure</td>
<td>Install filter system and related piping for the cooling tower.</td>
<td>$ 150,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>4896</td>
<td>Browning Administration Building: Fan Coil For BA 115</td>
<td>Infrastructure</td>
<td>15</td>
<td>Infrastructure</td>
<td>Install a fan coil for the BA 115 area.</td>
<td>$ 40,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>618</td>
<td>Woodbury Business Building: Replace AHU-1</td>
<td>Infrastructure</td>
<td>16</td>
<td>Infrastructure</td>
<td>Replace Air-Handler Unit 1 (8944) with a fan wall type supply fan. Update the filter bank.</td>
<td>$ 500,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>618</td>
<td>Woodbury Business Building: Replace AHU-2</td>
<td>Infrastructure</td>
<td>17</td>
<td>Infrastructure</td>
<td>Replace Air-Handler Unit 2 (8945) with a fan wall type supply fan. Update the filter bank.</td>
<td>$ 500,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>18</td>
<td>UVU Campus Roads: Asphalt Repairs Campus Wide</td>
<td>Infrastructure</td>
<td>18</td>
<td>Infrastructure</td>
<td>Repair roads, walkways and parking lots on campus.</td>
<td>$ 300,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>19</td>
<td>UVU Campus Parking Lots: Replace Exterior Parking Lot Lights Campus Wide</td>
<td>Infrastructure</td>
<td>19</td>
<td>Infrastructure</td>
<td>Replace existing exterior parking lot lights with LED fixtures.</td>
<td>$ 120,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>8042</td>
<td>Fire Science Building: Repair roof in front of HVAC units</td>
<td>Roof</td>
<td>20</td>
<td>Infrastructure</td>
<td>Repair roof in front of HVAC units on FS roof</td>
<td>$ 80,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>620, 6236</td>
<td>Gunther Trades, Losee Center: Pope Science, Woodbury Buildings: Exterior Painting</td>
<td>Infrastructure</td>
<td>21</td>
<td>Infrastructure</td>
<td>Exterior painting</td>
<td>$ 160,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>6239</td>
<td>Hall of Flags: Replace rotted roof drain line</td>
<td>Infrastructure</td>
<td>22</td>
<td>Infrastructure</td>
<td>Replace rotted roof drain line</td>
<td>$ 30,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>6549</td>
<td>Faculty Annex Building: Re-shingle; repair skylights</td>
<td>Infrastructure</td>
<td>23</td>
<td>Infrastructure</td>
<td>Re-shingle; repair skylights</td>
<td>$ 25,000.00</td>
</tr>
<tr>
<td>UVU</td>
<td>Agency/Institution</td>
<td>618</td>
<td>Woodbury Business Building: Upgrade restrooms</td>
<td>Infrastructure</td>
<td>24</td>
<td>Infrastructure</td>
<td>Upgrade restrooms</td>
<td>$ 300,000.00</td>
</tr>
</tbody>
</table>
FACILITIES: 4 - YEAR PLAN

A. Year 1
   ▪ Finish Student Life building - March 2014
   ▪ Finish Classroom building - November 2014
   ▪ Acquire additional 125 acres at Geneva site
   ▪ Finish Main Roundabout Remodel

B. Year 2
   ▪ Begin design and programming - on next building in 5 year plan
   ▪ Master Plan - Geneva site
   ▪ Develop Capital Improvement List

C. Year 3 - 4
   ▪ Coordinate work on 5 year plan
   ▪ Capital Improvement work
   ▪ Stop light at 800 South and 1200 West
PARKING OBJECTIVES

Develop a parking system which provides adequate, balanced parking for students, faculty, staff and community

(Operate effectively and manage growth)

A. Goal - Provide additional parking stalls as enrollment grows

B. Goal - To provide services to those parking on campus above and beyond just a stall to park in
PARKING: 4 - YEAR PLAN

A. Year 1

- Hire new Parking Services Director - $60,000
- Pave new 400 West Parking lot parking - $1,000,000
  This will add 530 stalls
- Establish a method to pay for parking shuttle
  student fee, increased parking fee
- Eliminate free parking for summer
PARKING: 4 - YEAR PLAN, cont.’d

B. Year 2
   ▪ Move free parking to HP building expanding parking
   ▪ Add new position to handle Parking Data equipment
   ▪ Alternate to 400 West fields, pave Geneva parking, 1,000 stalls - $1,500.00
PARKING: 4 - YEAR PLAN

C. Year 3
   ▪ Add additional Parking vehicle

D. Year 4
   ▪ Replace Parking vehicles with new vehicles
   ▪ Evaluate need for additional Parking Structure
POLICE OBJECTIVES

Provide safe environment conducive to learning
(Operate effectively)

A. Goal - Provide additional officers as enrollment grows

B. Goal - To provide the campus with greater Police resources
POLICE: 4 - YEAR PLAN

A. Year 1
   ▪ Add additional officer = $50,000
   ▪ Conduct Sensitivity Training
B. Year 2
   ▪ Establish Corporal position
   ▪ Video microphone equipment for officers
C. Year 3
   ▪ Replace one leased vehicle
D. Year 4
   ▪ Continue to coordinate with other agencies
GROUND OBJECTIVES

Maintain beautiful well kept grounds

(Operate effectively)

A. Goal - Develop resources to maintain and improve Sports fields

B. Goal - Develop resources to maintain and replace equipment
GROUND: 4 - YEAR PLAN

A. Year 1
   ▪ Obtain funding for Sports fields - $50,000
   ▪ Establish equipment fund - $50,000
   ▪ Add additional employee for new Classroom building

B. Year 2
   ▪ Add additional employee for Assistant Arborist
   ▪ Add additional employee for Sports field Specialist

C. Year 3
   ▪ Laser level Baseball field

D. Year 4
   ▪ Replace irrigation control system
MAINTENANCE OBJECTIVES

Maintain a clean comfortable environment conducive to learning

(Manage growth and operate effectively)

A. Goal - Secure resources to maintain additional square footage

B. Goal - Keep current infrastructure in current and properly functioning condition
MAINTENANCE: 4 - YEAR PLAN

A. Year 1
   ▪ Take over Student Life building
   ▪ Take over Classroom building
   ▪ Establish Maintenance Lead position
   ▪ Secure Capital Improvement funding

B. Year 2
   ▪ Refine processes on Student Life and Classroom buildings
   ▪ Secure Capital Improvement funding

C. Year 3
   ▪ Continue Maintenance Programs
   ▪ Secure Capital Improvement funding

D. Year 4
   ▪ Take over Performing Arts building
   ▪ Secure Capital Improvement funding
SPACE UTILIZATION OBJECTIVES

To provide new and remodeled space conducive to learning

(Manage growth)

A. Goal - Design new space as needed

B. Goal - Re-design existing space to better service current functions
SPACE UTILIZATION: 4 - YEAR PLAN

A. Year 1
   ▪ Begin program to GPS all outside valves and pipes and electrical lines
B. Year 2
   ▪ Enhance drawing programs
C. Year 3
   ▪ Establish new position for GPS blue stake
D. Year 4
   ▪ Continue with work on remodels
SUSTAINABILITY OBJECTIVES

In an environment of diminishing resources, better utilize and increase efficient use of resources

A. Goal - Increase building energy efficiency

B. Goal - Reduce carbon footprint of University
SUSTAINABILITY: 4 - YEAR PLAN

A. Year 1
   ▪ Purchase 2 electric vehicles
   ▪ Dyson Hand dryers in high traffic restrooms
B. Year 2
   ▪ Add LED lights in parking lots
C. Year 3
   ▪ Add LED lights to 3 buildings
D. Year 4
   ▪ Add LED lights to 3 more buildings
STRENGTHS AND WEAKNESSES

1. Good, dedicated people

2. Need for adequate compensation
   a. Align with other functions on campus
   b. Align with industry
   c. Comprehensive health plan
## CLASSROOM BUILDING

<table>
<thead>
<tr>
<th>Position</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 HVAC Positions</td>
<td>$141,066.00</td>
</tr>
<tr>
<td>1 Programmer HVAC</td>
<td>$76,398.00</td>
</tr>
<tr>
<td>1 Plumber Position</td>
<td>$70,533.00</td>
</tr>
<tr>
<td>1 Maintenance Position</td>
<td>$65,255.00</td>
</tr>
<tr>
<td>1 Electrician</td>
<td>$70,533.00</td>
</tr>
<tr>
<td>1 Assistant Manager Custodial</td>
<td>$73,523.00</td>
</tr>
<tr>
<td>1 Senior Lead Position Custodial</td>
<td>$60,502.00</td>
</tr>
<tr>
<td>1 Lead Position Custodial</td>
<td>$50,596.00</td>
</tr>
<tr>
<td>8 Full Time Custodians</td>
<td>$378,462.00</td>
</tr>
<tr>
<td>12 Part Time Custodians</td>
<td>$208,008.00</td>
</tr>
<tr>
<td>1 Police Officer</td>
<td>$60,502.00</td>
</tr>
<tr>
<td>1 Grounds Position</td>
<td>$48,909.00</td>
</tr>
<tr>
<td>Current Expense</td>
<td>$80,000.00</td>
</tr>
</tbody>
</table>
ADDITIONAL NEEDS

- Custodial - Wee Care and other buildings
  1 Position $47,308.00
- Sports field funding $50,000.00
- Grounds Equipment fund $50,000.00
- Art Glass Wall for Library $150,000.00
- Round-a-bout $200,000.00
- 400 West Parking Lot $1,000,000.00
- Parking Services Director $60,000.00
QUESTIONS
Vince Otoupal, Associate Vice President Athletic Director
Utah Valley University is a NCAA Division I institution and a member of the Western Athletic Conference. The UVU Athletic Department is committed to athletic success, academic success, and continuing success in life.
The primary mission of the UVU Department of Athletics is to bring positive recognition to the University through a program built on concepts such as **excellence, integrity, and victories** – in the classroom and in competition. The highly visible athletics program is committed to NCAA compliance, strong academic standards, the quality of its staff, and establishing a positive national reputation.
The Wolverine Department of Athletics will focus on the overall development of all whom participate in athletics. Ethical conduct will be strongly promoted among alumni and friends, athletics department staff, and most importantly, student-athletes.

The UVU Department of Athletics is committed to supporting the academic progress of student-athletes, the achievement of their educational objectives, and helping to provide direction to a Life Path of Success. The Department is also committed to offering equitable opportunities for all students and staff.
“Things may come to those who wait, but only the things left by those who hustle.”

-Abraham Lincoln
Utah Valley University Athletic Department has identified three key strategic objectives to serve as an overarching framework to support and uphold the department’s mission, vision, and goals.

- **Ensure Student-Athlete Success**
- **Compete for Championships**
- **Build Community**

These strategic objectives directly align the UVU institutional Mission, Core Themes, and Administrative Imperatives. They include the following:
Ensure Student-Athlete Success

Utah Valley University is committed to Student-Athlete success in the classroom and on the playing field. The goal of the Athletic Department is to foster an environment of athletic academic success providing diverse Student-Athletes the opportunity to graduate, develop their athletic skills, and become well-rounded individual through engaged learning.

- Provide rewarding, healthy, and positive NCAA DI Student-Athlete Experience
- Create and complete a graduation plan for every Student-Athlete
- Graduate each Student-Athlete with a Bachelor Degree and prepare him or her for life after college
- Exceed NCAA and WAC Benchmarks: Academic Progress Rate / Graduation Success Rate / Grade Point Average
Compete for Championships

UVU is a NCAA Division I institution and a member of the Western Athletic Conference. The Wolverines are serious about competing for and winning conference and NCAA championships. UVU strives to recruit and retain highly qualified and diverse student-athletes and staff. The athletic department sponsors 16 intercollegiate sports.

• Establish dominance in the WAC, regionally, and nationally
• Win Conference Championships
• Earn NCAA Post-Season bids
• Achieve academic and athletic awards at conference, regional, and national level
• Implement a salary initiative to evaluate and compensate athletic positions based upon equity, performance, and a competitive market driven value
Build Community

Athletic events provide inclusive occasions that connect students, faculty, staff, alumni, fans, and community members to the University. Wolverine Athletics is built upon a foundation of high expectations, efficiency and integrity. Athletics often defines the college experience for students and represents the overall success and reputation of the institution.

- Program Growth and institutional/athletic brand recognition
- Increase donations and develop donor and alumni relationships through the Wolverine Club
- Celebrate victories
- Generate additional campus and community support as well as public and media awareness for athletic events and UVU Athletics as a whole.
Priority #1

Facility: Soccer Press Box, Media Platform, and Team Seating

- Cost: $200,000 (approved and allocated)
- Funding Type: One Time
- Goal: Conference Affiliation Fund
- Strategic Objective: SA Success & Build Community
Priority #2

Increased Insurance Costs

- Cost: $50,000 (approved and allocated)
- Funding Type: Ongoing
- Goal: Conference Affiliation Fund
- Strategic Objective: Ensure Student-Athlete Success
Priority #3

50/50 Fundraiser Position (approval/funding)

- Cost: $38,000 = Base Salary
  $26,248 = Benefits
  Total: $64,248
- Funding Type: Ongoing
- Strategic Objective: Build Community
Priority #4

Approval/Funding for Hourly Workers:

- Athletic Trainer
- Jumbo Tron Staff
- New Media

- Cost: $65,000
- Funding Type: Ongoing
- Strategic Objective: SA Success & Build Community
Priority #5

Video/Graphic Sports Info Position (approval/funding)

- Cost: $32,000 = Base Salary
  $24,892 = Benefits
  Total: $56,892
- Funding Type: Ongoing
- Strategic Objective: Build Community
Priority #6

Academic Advisor (Approval)

- Cost: $38,000 = Base Salary
  $26,248 = Benefits
  Total: $64,248

- Funding Type: Ongoing

- Strategic Priority: Ensure Student-Athlete Success
Priority #7

Activity Center Upgrade

- Cost: $450,000
- Funding Type: One Time
- Strategic Priority: Student-Athlete Success & Build Community
1. Soccer Press Box, Media Platform and Team Seating (Year 1: 2014-15) (approved and allocated)
2. Turf Baseball Field (Year 1: 2014-15) (approved and allocated)
3. PE Building Improvements (Year 1: 2014-15)
4. Offices for Women’s Soccer, Men’s Soccer and Softball (Year 2: 2014-15)
5. Locker Rooms for Women’s Soccer, Men’s Soccer and Softball (Year 2: 2015-2016)
7. Softball Grandstands and Lighting (Year 3-4: 2016-18)
<table>
<thead>
<tr>
<th>PBA Initiative 2014-15</th>
<th>Cost</th>
<th>Funding Type</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Soccer Press Box, Media Platform, and Team Seating</td>
<td>$200,000 (approved &amp; allocated)</td>
<td>One Time</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>2. Increased Insurance Costs</td>
<td>$50,000 (approved &amp; allocated)</td>
<td>Ongoing</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>3. 50/50 Fundraiser Position (approved/funding)</td>
<td>$38,000 = Base Salary $26,248 = Benefit $64,248 = TOTAL</td>
<td>Ongoing</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>4. Funding for Hourly Workers Athletic Trainer ($15K) JumboTron Staff ($35K) New Media ($15K)</td>
<td>$65,000</td>
<td>Ongoing</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>5. Video/Graphic Sports Info Position (approval/funding)</td>
<td>$32,000 = Base Salary $24,892 = Benefits $56,892 = Total</td>
<td>Ongoing</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>6. Academic Advisor</td>
<td>$38,000 = Base Salary $26,248 = Benefit $64,248 = TOTAL</td>
<td>Ongoing</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>7. Activity Center Upgrade</td>
<td>$450,000</td>
<td>One Time</td>
<td>Conference Affiliation Fund</td>
</tr>
<tr>
<td>TOTAL COST</td>
<td>$950,388</td>
<td>Both</td>
<td>Conference Affiliation Fund</td>
</tr>
</tbody>
</table>
“Things may come to those who wait, but only the things left by those who hustle.”

-Abraham Lincoln
Nancy Bartlett, Officer
University Compliance
University Compliance coordinates significant requirements in which the University must comply by law, regulation, or other binding rules or agreements that enable the administration, faculty, staff and students to better manage operations and risks for which they are individually and collectively responsible by:

- Coordinating the University’s compliance assurance activities (laws, regulations, contractual requirements) as they pertain to contract and grants management;
- Ensuring the University perspective is always present;
- Assessing existing programs against the characteristics of compliance program best practices, and improving as necessary;
- Providing information about and assessment of emerging compliance issues; and
- Carrying out specific compliance support activities.
# 2013-17 Strategic Plan for University Compliance Services

|---------------------------|-----------|-----------|-----------|-----------|
| **Contracting:** ensure legally effective, written performance contracts (non-procurement), MOUs, cooperative agreements, interagency agreements, sub-awards, etc. | • Research contract policy models  
• Propose policy re: contracting & signature authority  
• Prepare grant/contract manual for legal review | • Convene committee to draft contract policy  
• Post contract manual to grant/contract website | • Develop and commence contract training  
• Update contract manual as needed | • Continue contract training  
• Amend contract manual as needed |
| **Legally and effectively manage sponsored grants and contracts** | • Develop separate grant and contract administration website  
• Address remaining 2012 internal audit findings | • Request to move current P/T administrative assistant III to F/T to address growth in grants/compliance functions (estimated additional cost: $26,000)  
• Research electronic grant tracking system with ability to monitor reporting schedules | | |
| **Regulatory Compliance** | • Begin to adopt OIG Guidelines’ 8 elements of a comprehensive compliance program  
• Organize a Compliance Advisory Committee  
• Begin to compile regulatory risk inventory  
• Propose a Code of Conduct (OIG element #1) | • Continue development of a comprehensive regulatory risk inventory  
• Research a model for integration of various compliance functions into a cohesive operating unit, including cost analysis  
• Adopt a Code of Conduct and begin to train employees | • Propose an integrated model and request financial and space resources | • Continue to develop a new organizational model for compliance operations |
| **Administratively support the IRB** | • Research cost effective electronic protocol application and tracking system for IRB  
• Prepare specs for an electronic tracking system | • Request funding for an electronic protocol application and tracking system  
• Place a bid for protocol application and tracking system; purchase and begin implementation | • Implement electronic protocol application tracking system  
• Train campus in use of electronic protocol application tracking system | • Continue implementation of electronic protocol tracking system  
• Continue campus training in use of system |
Post Award
Grant and Contract Administration

University Compliance provides post-award grant and contract administration services by:

- Monitoring the legal, regulatory, and fiduciary responsibilities of sponsored project funds
- Serving as a knowledgeable resource
- Acting as a liaison to various university departments, working units and organizations, and sponsors
- Developing training regarding policies, regulatory issues, etc.
Compliance Environment
Example of Crossover of Grants and Contracts Administration with Research Administration

Post-Award Grant and Contract Administration
- Assurances (IRB, IACUC, Bio-safety, etc.)
- Award monitoring
- Conflict of interest
- Cost sharing
- Cost transfers
- Data Security Plans
- Effort Reporting
- Invention disclosure (Bayh-Dole)
- Responsible Conduct of Research
- Pre-authorized spending authority
- Service and recharge centers
- Sub awardee management
- Other Support

Ethical Conduct of Research
- Assurances
  - Animal subject protection
  - Human subject protection
  - Biosafety & select agents
  - Environmental health & safety
  - Laboratory safety
- Conflict of interest
- Invention licensing, disclosure, & reporting
- Misconduct & research integrity
- Data and information security
2013 – 2014

Compliance Objectives and Goals

• Objective: Ensure contracting and negotiating is performed with the highest professional standards
  - Goal: Standardize contracting process
    • Action Steps: develop a policy, a manual, and training

• Legally and effectively manage sponsor-funded grants and contracts
  - Goal: Provide ongoing consultation to Principle Investigators and Project Directors
    • Action Steps: provide orientation for new PI/PDs, build a separate grants and contracts administration website
2013 – 2014
Compliance Objectives and Goals

• Ensure the University complies with applicable laws, statutes, regulations, policies, etc.
  - Goal: Establish a Compliance Advisory Committee
  • Action Steps: conduct a regulatory risk inventory, compile a comprehensive regulatory risk matrix

• Protect human subjects in research
  - Goal: Administratively support the IRB
  • Action Steps: study cost-effectiveness of an electronic protocol tracking system
Administrative assistant support for Grants and Contracts, IRB and newly formed CAC, including scheduling and minutes

Support for Compliance and Grant/Contract training activities

Maintain IRB Master List and protocol applications, including archiving and destruction monitoring (protocol applications have increased by 62% since 2011)

Process IRB Classroom Waivers (new process)

Website development and maintenance for the Compliance, the Grant and Contract Administration and the IRB web pages

Support to record, follow-up on and archive annual university-wide COI Disclosures and to maintain Management Plans

File management for sponsored programs, i.e., grants, contracts, cooperative agreements, etc. (112 open grants/contracts)

Event support (i.e., Idea Fair, Brown Bag Sessions, Expedited review sessions, etc.)
## UVU Compliance Accountability Index and Risk Assessment

<table>
<thead>
<tr>
<th>Priority</th>
<th>COMPLIANCE AREA:</th>
<th>REFERENCE(s)</th>
<th>ISSUE DESCRIPTION, NOTES</th>
<th>REGULATED BY:</th>
<th>RESPONSIBLE DEPARTMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>ADA</td>
<td><a href="http://www.ada.gov">www.ada.gov</a></td>
<td>Protection of disabled individual with any...</td>
<td>x  x  x</td>
<td>ADA</td>
</tr>
</tbody>
</table>

The above represents that part of the instrument currently being used by the CAC to conduct an enterprise-wide compliance inventory.

### RISK LEVEL ASSESSMENT

<table>
<thead>
<tr>
<th>IMPACT (H, M, L)</th>
<th>PROBABILITY (H, M, L)</th>
<th>RANKING (I + P)</th>
<th>MITIGATION PLANS</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>M</td>
<td>HM</td>
<td>Policy: x  Process: x  Training: x  Audit:  Other:</td>
</tr>
</tbody>
</table>

The above analysis portion of the instrument will be used by the CAC to prioritize its recommendations to administration.
TEAMWORK!
WORKING TOGETHER GETS THE GOODS!
Risk Management  Emergency Preparedness

PBA Requests

2013-2014
Timely Mass Notification System

- Purchase a system that allows mass communication with campus during an emergency/disaster incident (active shooter)
  - WHY?
    - System we currently have does not notify quickly. It takes hours to let campus community know an incident has occurred. This delays action that needs to occur to remain safe
    - Assists in complying with Clery Act
  - How much?
    - Estimated: $50,000.00 per year for third party service
Hazardous Material Tracking Specialist

• Hire a person to assist in cradle to grave tracking, inventory, and purchasing of hazardous materials campus wide
  • Why?
    • Several regulatory bodies (OSHA, EPA, State rules, more)
    • UVU cited as being out of compliance by Internal Audit report
  • How much?
    • Full-time employee (shared with purchasing, science departments, facilities, RM)
      • Working with purchasing, warehouse, chemical stockroom to ensure ALL hazardous materials are tracked, inventoried, and disposed of properly
Overall 4 year Strategic Plan for RM/EM

2013:
- Mass communication with campus community during an emergency/disaster
- Campus wide hazardous material/chemical safety plan
- Goal: Complete Emergency Operation Plan (written)
- Establish Building Marshall/Floor Captain Plans during emergency/disaster
- Training, exercises for disasters on campus
- Minor’s on Campus Policy move to phase two
- EM/RM Website development
- EMPC Grant Money (use to develop better communications on campus)
- EMAP designation: explore working towards the designation
- Develop a proactive Safety Program (written plans, safety culture)
Strategic Plan for RM/EM Continued

2014:

- Make progress on or complete 2013 goals as it applies
- Action steps in place for each goal to accomplish the goals set
Jacob Atkin, Director
Internal Audit
THE STAFF

Brent Turner – Internal Auditor

THE STUDENTS

Brent Housley
Theresa Horak
Timothy Bailey
The internal audit function’s primary role in the organization is to provide independent, objective assurance to senior management that risks are being managed to an acceptable level.

The ultimate goal of a audit and compliance program is to prevent violations of the law, or compliance failures, thus preventing ensuing loss or injury to our students, employees, and patrons and protecting the university from litigation, fines, and negative publicity.

Unit Objectives Summary
- Identify and mitigate risk.
- Review controls, assess compliance, detect fraud.
- Provide transparent reporting and communication.
FA-AUD I. Objective: Identify and assess financial and compliance related risk across the University, and assist management with developing controls and processes to help mitigate risk. (operate effectively)

- **FA-AUD I.a Goal:** Refine the risk assessment questionnaire in order to better measure risk for comparison purposes.

- **FA-AUD I.b Goal:** Merge the Compliance Officer with the Department of Internal Audit and create the Office of Compliance and Audit.
FA-AUD II. Objective: Provide management with a meaningful and objective review of internal controls, provide an assessment of financial and regulatory compliance, and assist with the detection of fraud or misstatement. *(operate effectively, engaged)*

- **FA-AUD II.a Goal:** Conduct a minimum of 20 audits and reviews annually.

- **FA-AUD II.b Goal:** Expand audit procedures to better address regulatory compliance and fraud detection.

- **FA-AUD II.c Goal:** Develop an Audit Manual.
FA-AUD III Objective: Provide transparent reporting and communication to management, the audit committee, and other boards of governance. *(operate effectively)*

- **FA-AUD III.a Goal**: Develop an automated system for providing reports to management and the audit committee.

- **FA-AUD III.b Goal**: Maintain the appropriate dual reporting nature of internal audit.
**FOUR YEAR STRATEGIC PLAN**

**SUMMARY**

**FY2014**
- Refine risk assessment.
- Begin expanding audit procedures to emphasize compliance and fraud detection.
- Develop an audit manual.
- Complete implementation of Policy Tech.

**FY2015**
- Merge Compliance and Internal Audit.

**FY2016**
- Expand the intern program.

**FY2017**
- Hire or develop a Certified Fraud Examiner.
PROJECTED FUNDING REQUESTS

FY 2014 – No Requests

FY 2015 – Create a Senior Director Position over the “Office of Compliance and Audit” ($12,500 ongoing).

FY 2016 – Expand the intern program ($15,000 ongoing).

FY 2017 – Hire and addition audit, a Certified Fraud Examiner, with an estimated base salary of $50,000-$55,000 (with benefits $75,000-$85,000 ongoing).***An alternate solution would be to compensate current employees to obtain a Certified Fraud Examiner license ($3,000 ongoing).***
Questions?
Wrap up...

Any questions?

Thank you!