Strategic Direction Progress of the
UMD Vice Chancellor for
Finance and Operations Unit

2013/2014 Accomplishments and 2014/2015 Goals

June 2014
UMD Vice Chancellor for Finance and Operations (VCFO)

Finance and Operations supports the teaching, learning, research and outreach mission of the University of Minnesota Duluth by providing proactive fiscal oversight, high quality human resources, student friendly public safety services and sustainable best practices within buildings and grounds. In addition to striving to reach the following ongoing (overarching) goals of the VCFO unit, each of the unit’s departments continues to make strides in setting and accomplishing goals that align with the UMD Strategic Plan. *Note*: Strategic goal references are in italics.

**Short-Term Goals**
- Complete transformation of UMD budget approach
- Complete construction planning in support of an aggressive Repair and Replacement (R&R) program schedule
- Develop supervisory training to support employees
- Increase efficiency through leveraging technologies

**Long-Term Goals**
- Reduce energy emissions (per square foot) by 25%
- Restore recurring central reserve (contingency of 1% of Operations & Maintenance Budget)
- Maintain Composite Financial Index (CFI) of 2.0 or greater

**2014-2015 Business Services Goals**
- Update website content, review and modify as necessary (ongoing). *(Goals #2 & #5)*
- Update certain key processes online that would assist faculty and staff in their work and students in their educational process. *(Goal #5)*
- Revise pages upon completion of campus-wide Web and template redesign. *(Goals #2 & #5)*
- Create an internal calendar of key events and monthly interfaces for accounting functions and office business processes. *(Goal #6)*
- Hold regular Business Services office meetings (monthly or biweekly). *(Goal #6)*
- UMarket was implemented July 1, 2013 institutionally. All staff and faculty have ability to ‘shop’ for contract items. The use of UMarket needs to be additionally promoted at UMD (summer 2014). *(Goal #6)*
- Business Services plans to construct multi-year projections, modeling tuition revenue at projected enrollment levels and various expense scenarios, to help campus determine structural deficit levels and payback scenarios going forward for the next 3-5 years. *(Goals #5 & #6)*
2014-2015 Facilities Management Goals

☐ Revise job postings and descriptions to include expectations revolving around support of goal #2 of the Strategic Plan to “Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.” *(Goal #2)*

☐ Develop an Interim Organization structure. *(Goal #6)*

☐ Implement capital project plans—Chemical Sciences and Advanced Materials (CSAM) building, Higher Education Asset Preservation and Replacement (HEAPR) projects, etc. *(Goals #1 & #6)*

☐ Finalize real estate transactions. *(Goal #6)*

☐ Develop plan for Glensheen. *(Goals #5 & #6)*

☐ Implement re-organization and transition plans (custodial services, customer service, etc.). *(Goal #6)*

☐ Successfully transition to HR&EO and Business Services shared service models. *(Goal #6)*

☐ Convert to COMPUS payroll. *(Goal #6)*

☐ Implement UMD Temperature Standard. *(Goal #6)*

☐ Develop ionized water cleaning processes to reduce O&M cost and reduce chemical use. *(Goal #6)*

☐ Pilot Blastex lead abatement process for UMD to reduce costs and hazardous material. *(Goal #6)*

☐ Review UMD Events processes and develop recommendations for improved effectiveness. *(Goals #5 & #6)*

☐ Participate in system Enterprise Asset Management (EAM) development with a UMD perspective. *(Goal #6)*

☐ Develop plan for the maintenance and support of the maurices building. *(Goals #1 and #6)*

☐ Partner with the City of Duluth to participate in the 2014-15 Urban Sustainability Accelerator program to work on a pilot EcoDistrict. *(Goals #5 & #6)*

☐ Establish a more permanent structure and location for the Office of Sustainability. *(Goal #6)*

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2014-2015 HR&EO Goals

☐ Develop a departmental strategic service level plan. *(Strategic Goal #6)*

☐ Continue the implementation of Civil Service Merit program through the establishment of a merit pool and evaluation process to be completed end of FY15. *(Strategic Goal #6)*

☐ Complete the transition of Facility Management HR processes to HR & EO along with HR processes from other VCFO departments as part of the VCFO shared services model. *(Strategic Goal #6)*

☐ Fully implement the conversation of Facility Management personnel to the COMPUS online payroll system creating efficiencies in payroll processing. *(Strategic Goal #6)*
Continued support and implementation of Employee Engagement. Continue to and follow up with on employee engagement work plans, tracking progress and results. *(Strategic Goal #2 and #6)*

Successfully support and participate UEA negotiations within the parameters set by the Chancellor, in conjunction with Finance, TC OHR and EVCAA. *(Strategic Goal #6)*

Develop, implement and provide Supervisory training sessions around Employee Performance, Labor Management and Conflict Management. *(Strategic Goals #2 and #6)*

HR Metrics. Reduce the time to fill position by 10% from FY13 base. *(Strategic Goal #6)*

Continue to enhance and offer more training related to the Diversity Certificate. *(Strategic Goals #2 and #6)*

Continue to implement the Job Family study until completion in early calendar year 2015. *(Strategic Goal #6)*

Support and implement the ESUP upgrade related to Human Resources, including the training of departmental support through the HR STARS program. *(Strategic Goal #6)*

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**2014-2015 Police Goals**

Build a model for intimate partner relationship violence response that is germane to the higher education setting. *(Strategic Goal #2)*

Explore the use of digital report dictation and Taser body cams. *(Strategic Goal #6)*

Develop organizational structure to support additional demands placed on the department by mandated Clery reporting duties. *(Strategic Goal #6)*

Re-visit the possibility of a firearms qualification range at the farm property. *(Strategic Goal #6)*

Implement electronic trip sheets. *(Strategic Goal #6)*

Form a Campus Community Watch group. *(Strategic Goal #2)*

Add a rechargeable electric vehicle to Police fleet. *(Strategic Goal #6)*

Expand evidence/property room. *(Strategic Goal #6)*
UMD Vice Chancellor for Finance and Operations (VCFO)

Below are some 2013-2014 accomplishments and 2014-2015 goals of the four departments within the VCFO unit—Business Services, Facilities Management, Human Resources & Equal Opportunity (HR&EO) and Police—as they relate to the UMD Strategic Plan.

NOTE: The lists of 2013-2014 accomplishments are not intended to be complete lists of all departmental accomplishments; the lists of 2014-2015 goals are subject to change based on the ever-evolving needs of UMD campus.

UMD Business Services

2013-2014 Accomplishments

Strategic Plan, Goal #2:
Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Goal #2 Accomplishments:

✓ Business Services reviewed all Standard Operating Procedures for cultural sensitivity and inclusiveness, including EEO compliance.

✓ Business Services set departmental targets to increase staff sensitivity to campus climate as it relates to cultural identities that include race, ethnicity, country of origin, age, religion, gender identity, sexual orientation, physical ability and socio-economic status.

As evidence of our progress on this commitment, supervisors and staff have accomplished the following:

○ All of the Business Services staff participated in two cultural competence training sessions: Cultural Sensitivity in the Workplace and Respectful Workplace Training. Additionally, all of the Business Services staff have participated in 3 internal customer service training sessions held for the department as follows: 1) Customer Service UMD Style, July 2, 2013; 2) Dealing with Difficult Customers, April 30, 2014; and 3) Harnessing Google App Technology, January 14, 2014 (with a focus on working collaboratively across campus, by taking advantage of Google Drive Docs, Google Calendar options and Google Hangout).

○ Business Services has made a strong commitment to the UMD campus-level initiative on Intercultural Development. To date, five staff members completed or are in the process of completing the 36-hour Intercultural Leadership Development (ILD) Program led by Paula Pedersen. Sessions include teaching/learning leadership concepts, DiSC analysis, and conflict style analysis.

○ Business Services has made a commitment to reenergizing the VCFO Unit Change Team. In 2014, the committee started the “Diversity Lunch and Learn Series.” Most Business Services staff attended the two quarterly sessions that have taken place in 2014 to date. The VCFO Unit Change Team is also working on other initiatives such as: VCFO Diversity webpage, Diversity Matters signage, and the Unit-level Diversity Assessment Survey.
Business Services has established two grassroots, employee-driven committees: 1) Customer Service Committee, and 2) Staff Development Committee. Both of these committees plan activities, determine content, write our customer service philosophy statement and the charge for their respective committees, and schedule meetings regularly. They are completely staff-driven, without supervisory membership.

Business Services holds quarterly all-staff meetings, supervisory meetings, and quarterly staff development activities (e.g., Halloween Potluck, Fiscal Year-end Celebration, Cabin Fever Potluck, Beach Party…).

Business Services is participating in UMD’s Shared Services program, and the Customer Service Committee has developed an internal “on-boarding” and orientation plan for new staff.

Business Services participated in the system-wide Engagement Survey, subsequently sent follow-up questions to staff, held one-on-one follow-up sessions and is currently constructing an engagement plan for the department.

**Strategic Plan, Goal #5:***

*Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.*

**Goal #5 Accomplishments:**

✓ **Community Involvement**

AVCF is involved in community organizations and activities including Rotarian Committee, helping to establish links between K-12 education and UMD; the Rotaract Committee and student group at UMD; and assisting in coordinating volunteer efforts for the 2014 Snow Angels event, a fundraiser for homeless youth in the Duluth area.

✓ **UMD Finance Team**

In 2013/2014 Business Services led the UMD Finance Team effort, improving participation and teamwork, collaborating with the Office of Budget and Finance to establish revised projections for the current fiscal year, developing a major fund group analysis, and clarifying structural deficits and coming year targets to resolve financial pressures going forward. This information was utilized in campus communications with the Duluth community.

✓ **Increased budget transparency and knowledge of budgetary matters across campus, including improvement to departmental Web presence.**

Implementation of Budget 101 Series is complete and will be posted on the Web soon.

**Strategic Plan, Goal #6:**

*Enhance UMD’s infrastructure, technologies; and information, financial, and human resources to support the campus in a sustainable manner.*

**Goal #6 Accomplishments:**

✓ **Increased cross-unit collaboration on budgets to improve financial health of UMD campus.**

The UMD Finance Team has harnessed campus financial experts and collaborated throughout the year, both internally and externally, working with UM Office of Budget and Finance on the structural budget problem, variance analyses, sorting of major fund groups, campus presentations and structural challenge models. In addition, this group is working collaboratively to lead the campus-wide Financial Managers Group, to make this group more interactive and enhance uniformity in accounting and reporting.
✓ Implemented budget model changes to improve budget variance tracking and increase overall financial health.
   For FY15, budget model changes will be implemented. Decentralization of the campus level fringe pool is currently in process, dissolution of “Campus Reserves” and restructuring into a Tuition Reserve centralized fund is underway. These changes will make for fewer “post-budget” internal transfers of non-recurring funds and easier tracking of budget variances.

✓ Implementation and enhancements to online exit counseling in Financial Collections.
   Online exit counseling was fully implemented in 2013, increasing convenience for our students. Students are now able to complete online exit counseling anytime, anywhere. Further enhancements to exit counseling and Student Accounts Receivable are expected with the ESUP upgrade in February 2015.

✓ ESUP Implementation and enhancements to Student Accounts Receivable and Billing Processes
   As part of the department of Financial Collections and Student Accounts Receivable work on the ESUP Student Workstream, beginning in 2015, enrollment in Installment payment plans will be an option for students up until the 1st due date and students will no longer automatically be enrolled in a payment plan. In addition, due dates will be moved up 30 days. The first bill will be received in August, with due dates 2 weeks later. The third bill will be due before registration starts. President Kaler has approved the billing calendar created by Functional Steering Committee (with exceptions for grad students). Also, Financial Aid will be posted earlier and awards will be out earlier for students.

✓ Fleet Rental moved to online reservations system in 2013.
   As part of the UMD Business Services customer service survey administered in the spring of 2013, it was determined that faculty and staff members on the Duluth campus would benefit from an online fleet reservation system in connection with the UMD Fleet Rental Program. In conjunction with ITSS, an online Google Doc system was created that captured pertinent information about a traveler's needs (dates and times) as well as the driver's name, license number, EFS account and contact phone. This information allows Business Services staff to schedule a vehicle for the traveler, print a rental agreement form and send a confirmation to the customer. The system has worked well in allowing faculty and staff to place reservation requests 24/7 and receive an emailed confirmation. It has also simplified the checkout process as the majority of those duties have been completed in advance, allowing the customer to efficiently pick up their keys and begin their travel.

✓ Continued improvement of standard operating procedure manuals for all non-PeopleSoft functions, including calendar of events such as tuition calculation, UMF request due dates, tuition due dates.
   A calendar of events for the UMD budget cycle and documentation of certain key processes was completed during winter 2014 as we transitioned the RRC role to a new person. These documents are being utilized for 2015 budget planning.
✓ Planning and preparation for Enterprise System Upgrade Project (ESUP), encompassing EFS, Student and HR systems.
  o ESUP TC staff meeting at UMD to address system campus issues September 16, 2013
  o ESUP campus-wide event February 19 to update on program status February 19, 2014
  o Coordinating efforts with EVCAA for campus integration efforts for Finance, HR and Student systems
  o Coordinate departmental user involvement as applicable on work groups
  o ESUP go live date set for February 2015, not Fall 2014

✓ Developed a campus training plan for the Enterprise System Upgrade (ESUP) by fall 2014.
  o All ESUP Finance workstream training to be delivered online, with the exception of Procurement Card reconcilers who do not already have Travel and Expense access. Those staff are being identified in conjunction with TC staff, to provide specific instructor-led training at UMD.
  o Planning for training efforts on campus with ESUP contact Pattie Samberg, who is assisting in coordinating efforts for Student, HR and Finance.

✓ Designed and implemented a campus communication plan for the Enterprise System Upgrade (ESUP) by fall 2014.
  Continual work-in-progress with ESUP Change Partners team and ESUP Leadership Team at UMD.

✓ Coordinated campus-wide efforts for e-Procurement initiatives with Purchasing Services. Will include selection of local vendors to be included in online catalog as well as possible piloting the new system.

✓ Developed customer satisfaction survey(s) in order to determine areas of service improvement.
  o In spring 2013 Business Services conducted the 1st Annual Business Services Customer Satisfaction Survey. 241 staff and faculty and 209 students participated. The department scored over 75% in general satisfaction, with many specific areas falling into the 75-85% general satisfaction range.
  o The 2nd annual survey was conducted recently and results are now being tabulated. Business Services analyzes the survey data and has discussions with staff and different constituents across campus to create a culture of continuous improvement and high customer satisfaction. This culture has enabled different constituents across campus to visualize a shared service model in which the capacity and depth of Business Services administrative functions can be enhanced and utilized to create efficiencies across campus.

✓ Maintenance and/or improvement of current baseline financial services.
  o Comprehensive departmental metrics were formulated in FY14. Our first year of data will be with the change of the fiscal year on 7/1/15. These measures are too lengthy to list in this document but include things such as: CFI scores (campus financial health ratios), e-pay volumes, budget complexity measures, financial collection measures, customer service scores, transactional volume measures on cluster activities and operational efficiencies and measures of campus financial health. Tracking our efficiency level leads to improved performance and freed up time for staff to take on additional services.
Business Services/UMD Finance Team lead a comprehensive FY14 revised projection, major fund group analysis and structural deficit model in conjunction with the UM Office of Budget and Finance. Work in this area going forward will include multi-year projection modeling to assist in the campus’ return to improved enrollment and financial health.

Business Services provided additional financial analysis on the following: historical State support, campus carry forward (fund balance) analysis, CFI-composite financial index analysis, parking revenue projection models, simplified fringe modeling, compensation scenarios, historical fringe analysis, Athletics structural deficit analysis, new budget model analysis for fringe pool, insurance, cost pool, and dissolution of current campus reserve model to re-establish baseline budgets.

In 2013, Financial Collections has set-up regular meeting interfaces with Student Support Services/One-Stop to assist in better communications with students and standardization of business processes.

In the 2013/2014 Academic year, Business Services collaborated with the Vice Chancellor for Student Life, Associate Vice Chancellor of Enrollment and Institutional Effectiveness (Academic Affairs), Financial Collections and the Student Support Services-Financial Literacy Educator to co-author an article in the Parent Edition of the Bulldog Update, titled “Dollars and Sense” which helps parents work with their students to navigate financial aid, tax filings, FERPA, scholarships, loan processing, payment deadlines, credit scores, FAFSA and student financial management.

Examined potential gaps and workload levels in staffing by ensuring all functions within Business Services have adequate, knowledgeable backup support. Ensured that such support routinely performs those functions to stay current on any procedural changes.

- Business Services led the modeling of a Shared Services Pilot, including the consolidation of the RRC position and the AVCF position for financial savings, and the on-boarding of three additional staff from other units. Even in its Phase 1&2 rollout for FY15, this has resulted in a savings across campus of almost $200,000.
- As part of the new shared services restructuring, business processes and workloads are being reviewed. Supervisors have met with staff to discuss potential gaps and workload levels as well as back-up coverage for staff who are on leave. Cross-training in many functions is underway.

Encourage staff participation in development and growth opportunities.

- Staff participated in regular growth and development activities and training sessions organized by the department as detailed above under Goal 2 updates.
- Business Services staff contribute to campus development and growth through participation in many committees within UMD and at the system level including but not limited to: ESUP Steering Committee, ESUP Work Groups, Strategic Planning and Budget, Strategic Enrollment Management, Program Prioritization, VCFO Unit Change Team Committee, Civil Service Merit Pay Committee, Staff Council for Shared Governance, Campus Climate Leadership Team and as AFSCME stewards.
- To date, five staff participated (or are currently participating) in the Intercultural Leadership Development program, a 4.5 day workshop on leadership skills and intercultural competencies (two additional staff are interested in the Fall program).
- Business Services is currently modeling an Engagement Action Plan, following the survey in 2013 and discussions with staff in winter 2014.
UMD Facilities Management

2013-2014 Accomplishments

Strategic Plan, Goal #1:
Promote integrated curricular, co-curricular, and living-learning undergraduate experiences that achieve UMD’s learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.

Goal #1 Accomplishments:
✓ FM is in the process of implementing energy-efficiency projects identified as part of the first ever UMD Building Recommissioning study (for the Kathryn A. Martin Library).

Strategic Plan, Goal #2:
Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Goal #2 Accomplishments:
✓ Several FM employees participated in the VCFO Diversity Lunch & Learn sessions.
✓ FM consistently has an active representative to serve on the VCFO Climate Change Team.

Strategic Plan, Goal #4:
Advance UMD’s stature as a major campus for research and creative activities, leveraging our region’s unique natural, human, and cultural resources.

Goal #4 Accomplishments:
✓ FM installed the first Electric Vehicle Charging Station on campus
  o Users have charged EV’s 106 times since tracking began in July 2013, average charging session was just over 2 hours long.
✓ The UMD Edible Landscapes Program is a visible commitment by FM to integrating sustainability and learning into the planning, use and maintenance of campus grounds.
  o The program was featured in 2013 AASHE Guide to Sustainable Landscaping, and UMD staff presented program at national AASHE conference
  o For 2014, 14 plots were assigned to groups of faculty, staff, and students to grow food on our campus grounds.

Strategic Plan, Goal #5:
Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.

Goal #5 Accomplishments:
✓ UMD FM built a pedestrian/bike path to Woodland Ave to better connect the campus and community.
  o The biking/pedestrian infrastructure supports implementation of the City of Duluth’s land-use/area plan for around UMD (UMD FM was co-recipient of a Zenith Award, acknowledging implementation of the City’s land use plan, including mixed-use development and livability/quality of place within City of Duluth. (Award presented to UMD/Mark Lambert in April 2014)
  o The outdoor lights along the pedestrian/bicycle pathway are super-efficient LEDs, and in December 2013, the lighting levels were further adjusted to reduce energy use. Energy consumption for all the lights along the UMD path is incredibly low at $0.15 per hour.
LEDs also have a life expectancy of 100,000+ hours, which drastically reduces maintenance costs of replacing burnt-out fixtures.

**Strategic Plan, Goal #6:**

*Enhance UMD’s infrastructure; technologies; and information, financial, and human resources to support the campus in a sustainable manner.*

**Goal #6 Accomplishments:**

- **FM adopted an Anti-idling policy in December 2013.**
  - This reduces vehicle idling, improves fleet gas mileage, and reduces air pollution and carbon emissions.

- **FM has supported the Bike-to-Campus program infrastructure,** and via partnership between Sustainability Office, Student Life, and Health and Wellness, it serves staff, faculty and students.
  - Since two monitoring stations (consist of solar-powered RFID readers) were installed, we have recorded: 8,535 ‘Zaps’, which equals:
    - 33,677 Miles Biked
    - 1,203 Gallons of Gas Saved
    - 23 Metric Tons of CO2 Reduced

- **FM led the effort to establish composting collection in public places across campus.**
  - Since original 4 compost locations were established, FM, Student Life, and departmental offices have added a total of 11 bins around campus to recover organic material. This 1) reduces the amount of waste hauled to landfills, 2) reduces greenhouse gas emissions from organics breaking down in landfills, and 3) allows the organic waste to become a resource through production of compost via our community partner (Western Lake Superior Sanitary District).

- **The following major construction/planning projects were completed:**
  - Kirby Student Center terrazzo floor was completed in February 2014.
  - Demolition of the Stadium Apartments.
  - The predesign for the Chemical Sciences & Advanced Materials (CSAM) Building has been completed.
  - Construction of a new Campus Utility Building on St. Marie Street was completed.
  - The Voss-Kovach Hall roof was replaced.
  - The Tutoring Center was relocated to the new Library Learning Commons.

- **FM crews successfully supported campus operations through the coldest winter in decades,** including responding to 3 water main breaks, 12 frozen heating coils, 2 power outages, and the 3rd most snowfall on record.

- **FM installed 36 water bottle filling stations and a wind turbine at the Farm.**

- **FM supported energy conservation** by upgrading boiler controls, installing LED lights throughout campus, and replacing building control systems.

- **FM supported safety and security** by installing new surveillance cameras, upgrading fire alarm systems, and expanding card access on campus doors.
UMD Human Resources & Equal Opportunity

2013-2014 Accomplishments

Strategic Plan, Goal #2:
Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Goal #2 Accomplishments:
  o Search Committee training for both the academic and non-academic searches has been established and implemented. Training includes the proper procedures for selection of committee members, interviews, review of affirmative action plans, posting and advertising procedures, appropriate offers and document retention. Academic and non-academic HR&EO staff team together to provide the training as appropriate for the position (i.e. P&A, Faculty, Civil Service).

✓ Developed and implemented “train the trainer” for the diversity certification program.
  o During 2013-2014 UMD HR&EO conducted 18 training sessions related to diversity training and respectful workplace. Of those 18, 10 were and/or are scheduled for the OED workshop. In addition, HR&EO employee Mary Cameron has participated and is in the final stages of training to co-lead upcoming IDI Cohorts helping to eliminate the need for outside facilitation help for future cohorts.

✓ Supported/Monitored/Led Employee engagement survey and implementation of subsequent departmental engagement plans (ongoing).
  o The Employee Engagement survey was completed and distributed February 2014. Currently, departments continue to review the results and meet with departmental employees around results and next steps. HR&EO has assisted the Business Office, Facilities Management, ITSS and Library in their reviews and development of plans to address the one or two areas of major concern. Work with other departments will continue throughout the summer and into the fall as academic units begin to work on plans. The Twin Cities Development office has provided additional system supports around training and materials for each of the defined areas within the engagement survey to be used by supervisors in addressing employee concerns.

Strategic Plan, Goal #6:
Enhance UMD’s infrastructure; technologies; and information, financial, and human resources to support the campus in a sustainable manner.

Goal #6 Accomplishments:
✓ Established merit pay programs for Civil Service Employees to be implemented 7/1/2014.
  o The committee—made up of members across various departments—developed the merit pay program. The evaluation form is based on the current Civil Service process, with revision to the selection of four areas of performance to be included with the two mandatory areas of Goal Two and Job Knowledge. Training for employees and supervisors will be conducted in late May, June and September. Training includes the background on the program, establishment of goals for the coming year, evaluation criteria and process, and final outcome related to annual increase.

✓ Completed portions of the Job Family Study as scheduled (ongoing).
  o Job family studies for the Human Resources, Legal, Campus Operations & Protection, Library & Museums, Community Relations, Business Development, Pre K-12 Education, Purchasing & Audit have been completed. Remaining job families of will be completed in 2014 with Administration being the final job family in the process. UMD HR&EO has led the process for Duluth’s campus through distribution of materials, training, communications, assistance with...
appeal processes and evaluation, re-evaluation of employee placement into the appropriate job family.

✓ Implemented the Voluntary Layoff/Retirement program.
  o Voluntary Layoff option eligible employees implemented and approved resulted in significant savings to UMD through reduced salary and benefit costs. In addition the elections of such options reduced the number of involuntary layoffs to bargaining unit, Civil Service and P & A employees. Such reductions were the result of reorganization resulting from Program Prioritization. UMD HR&EO administered and continues to monitor the program for compliance and completion of paperwork finalizing the employee selection. UMD HR&EO also assisted the EVCAA in the implementation of faculty terminal agreements offered in late 2013 and early 2014 to reduce faculty salary costs.

✓ Developed and implemented the Human Resources Shared Services Initiative (HRSSI).
  o HR Shared Services are currently being implemented within the VCFO unit to bring HR-related activities performed by Facilities Management into HR&EO, along with the implementation of FM employee into the COMPAS system automated time collection system. HR&EO is in discussion to transfer non HR-related work (budget /accounting) performed by HR&EO to the Business Office and take HR-related work performed by the Business Office into HR&EO. Although not part of the Shared Service model, communication and coordination with Department Liaisons has improved through greater transparency in HR Processes, individual strategy and check-in meetings.

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UMD Police

2013-2014 Accomplishments

Strategic Plan, Goal #2:

Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Goal #2 Accomplishments:

✓ The UMDPD has continued to foster its presence in, and involvement with, service delivery partners of the entire campus community (both on and off campus entities).
  o As with last year, this year’s partnerships are most prevalent with VCSL, OSC, Student Association, PAVSA and the SMART team. Captain Scott Drewlo continues to engage the Chair of the Board of Directors for the Duluth Domestic Abuse Intervention Project and members of Safehaven in an effort to increase their presence and services on campus.

✓ Successfully implemented Community Service Officer (CSO) program.
  o UMDPD brought on board two highly qualified and "eligible to be licensed" as Community Service Officers (CSO) of diverse heritage. Both serve the campus community with professionalism and integrity and will make fine Police Officers when hired full time by an agency. They have given us flexibility in dealing with staffing issues and also provided great assistance in CFS response. We have also hired and will continue to hire student workers with diverse backgrounds. CS's and student workers with diverse backgrounds help us establish ourselves as sincerely viable campus community partners in creating a welcoming, inclusive environment.

✓ UMDPD also continues to engage the Student Association on student safety/student quality of life matters with the goal of inclusivity (Keg with the Kopz, Donut with a Cop, Slow Down Campaign, Better Neighbors, Enuf is Enuf, etc.).
UMDPD Officers continue to participate in/on a number of task forces and campus groups that are deeply enmeshed in UMD's goal #2 of the Strategic Plan (WRAC, Multi Cultural Center, Sexual Assault Task Force and Directors Susana Pelayo, Rick Smith and Angie Nichols).

Maintained high performance, ethical and civility standards within the department.

**Strategic Plan, Goal #5:**

*Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.*

**Goal #5 Accomplishments:**

- The UMDPD is a regular, participating member of the following task forces and committees on and off campus, representing ourselves, UMD, and the University of Minnesota:
  - UMD Sexual Assault/Violence Task Force
  - UMD Chemical Health Advisory Committee (CHAC)
  - UMD Student Behavior Management Committee (SBMC)
  - UMD Campus Climate Crisis Response Team
  - UMD Title IX, VAWA, Clery work group
  - Lake Superior Human Trafficking Task Force (Partnered with PAVSA and Mn Dept. of Health)
  - Sexual Assault Multi Agency Response Team (SMART with PAVSA)
  - Northeastern (Mn) Law Enforcement Administrators Council (NLEAC)
  - Towards Zero Deaths (TZD) campaign with Mn State Patrol as the sponsoring partner
  - Safe and Sober campaign with Mn State Patrol as the sponsoring partner
  - Arrowhead Counter Terrorism Task Force (ACTTF - Federal, State and Local Law Enforcement partnership)
  - Event planning with UMD Student Life and UMD Athletics
  - Collaborative partnership with UMD Office of Student Conduct (OSC)
  - Collaborative partnership with ISD #709 Emergency Response Uniformity Coordinator along with DPD, DFD, SLCsoSO, and SLCoSO 911
  - Shield/Nemesis RMS Advisory Committee (UMDPD is a voting partner)
  - Mn Law Enforcement Memorial Association Board of Directors

- UMDPD conducted 17 active shooter/threat presentations, five Self-Defense seminars, two Crisis Intervention Team (CIT-Mental health incident response) presentations, two internship prep class presentations, one bullying, one general safety, and one responsible drinking to internal, on-campus colleagues. We have also done one active/threat and school safety presentation in Carlton County and two school safety presentations to UMD Ed. dept., sponsored by field coordinators consortium of MN colleges and universities (external constituents).

- UMDPD established the MN P.O.S.T. approved "Active Threat Response for Patrol Officers" training course.
  - UMDPD is taking registrations from other area departments for three different sessions summer of 2014. We feel that it is our moral and ethical obligation to promote and offer this training to our local area law enforcement partners.

- We also continue to work collaboratively with Duluth PD in responding to calls for service, planning event response, and exploring joint ventures in the way of emergency notifications and neighborhood conflict resolution. We are on pace to surpass our calls for service again this year.
  - We continue to work with the Statesman to publish accurate (as accurate as possible at any rate) crime statistics, trends and items of interest in addition to our web page published crime stats. This also helps us achieve our goal of open and transparent communication with the community.
- We have a marketable active threat response course now offered and administered through UMD Continuing Ed in an effort to reach further out into the community.
- We also regularly assist the US Border Patrol and its local agents as adjunct instructors in delivering "active threat for the responding officer" throughout the local law enforcement community.

- **UMDPD was able to continue getting its (and the University's) brand out to a wider audience through attending job fairs** at Hennepin Tech, FDLTCC, and HCC.
  - UMDPD used these recruiting opportunities to address UMD Strategic Plan Goal #2 interests as well.
  - The department also added two more UMDPD instructors to the law enforcement skills/academy program at FDLTCC. In addition, we had an officer take a contractual/interim position as a Police Chief in the City of Silver Bay. The University already has a research connection/relationship with Silver Bay. This move speaks very well of the caliber and professionalism of UMDPD officers, while strengthening the bond with the larger community.

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**Strategic Plan, Goal #6:**

*Enhance UMD’s infrastructure; technologies; and information, financial, and human resources to support the campus in a sustainable manner.*

**Goal #6 Accomplishments:**

- Implemented citation revenue sharing process with the City of Duluth.
- Realized revenues from active threat training.

**Other Notable:** The Minnesota Coalition Against Sexual Assault (MNCASA) presented the AWARE Award to the Duluth Trafficking Task Force, which Scott Drewlo of the UMD Police Department has been a part of from its inception. Members of the Task Force were recognized “for their outstanding dedication to raising awareness about sexual violence and unique contribution to the wide variety of work necessary to end sexual violence, and for giving a voice to these most silent of victims” (MNCASA).