VISION

Business and Finance is an agile, forward thinking, effective partner in advancing the university’s mission.

We value:

Aesthetics
Inclusion
Integrity
Innovation
Excellence
Stewardship

MISSION

Create, preserve, and enhance the cultural, fiscal, human, and physical environment that supports the university in making Iowa and the world a better place.

We accomplish our mission by continuously:

Focusing on our customers
Valuing our people
Improving our processes
Connecting with our communities
Selected items from annual reports submitted by VPBF units has been included below within the goals of the VPBF Strategic Plan for 2010-2016.

Full annual reports submitted by VPBF units are available from the VPBF Office.
Facilities & Environment
Provide safe, attractive, effective, sustainable facilities and campus environment.

Goals

- Provide a high quality campus environment and infrastructure to support the university mission.

  ✓ Environmental Health and Safety (EH&S) continues to promote sustainable activities on campus through recycling unwanted materials, including used oil, used oil filters, glass, batteries and e-waste and maintaining a chemical redistribution program as part of a campus-wide waste minimization effort.
  ✓ EH&S provided environmental, health and safety oversight during the mitigation of storm water and flood impacted facilities.
  ✓ Facilities Planning and Management (FP&M) completed the following major capital projects in FY 11: Hach Hall, Horticulture Greenhouse, Oak-Elm Dining Center, Vet Med BSL-3 and Morrill Road reconstruction. The Morrill Road project received the 2010 Award for Engineering Excellence from the American Council of Engineering Companies of Iowa.
  ✓ FPUM renovated a variety of general university classroom and teaching labs in response to: increased enrollment, changes in pedagogical styles that facilitate student-centered, team-based, and active learning, as well as additional integration of technology in course material and delivery.
  ✓ The Department of Public Safety has additional police officers who were trained as bike patrol officers, reducing fuel costs and providing more visibility and approachability to the campus population.
  ✓ Risk Management participated in the Disaster Recovery meetings to lead efforts for restoration of facilities and associated FEMA claims process for ISU’s $42 million property loss during August 2010.
  ✓ University Transportation Services (UTS) participating in evaluating bids and setting up a WeCar contract, providing students and staff with an available transportation option that does not require them to own or park a vehicle on campus.

  ✓ Provide information, data, and master-planning efforts to allow effective decision-making.

    ✓ The Controller’s Department managed the accounting for capital projects administered the university's capital asset records. During FY 2011, there were 250 active capital projects with $110 million of expenditures. They oversaw 9,400 individual equipment items with a cost of $234 million.
    ✓ FP&M completed the directional signs that support way finding to various campus destinations to improve the quality of the campus visitor experience.
• Enhance and expand systematic approaches to develop, operate, and maintain facilities.
  ✓ FP&M received approval for a $500,000 Live Green Loan for providing energy efficient lighting in campus buildings.

• Provide services that promote a safe, comfortable, and secure campus environment.
  ✓ The Department of Public Safety has seen an increase in the number of calls regarding harassment and other types of threats and has been involved in numerous threat assessment activities and provided training in how to address these situations for all officers.
  ✓ The Department of Public Safety has formed a Violent Incident Response Training (VIRT) program to instruct persons in how to respond if they become involved in a violent incident situation.
  ✓ A buffer zone grant from Homeland Security was received by the Department of Public Safety which provided state of the art equipment to use in the event of a disaster or violent incident. The grant also provided funding for a command vehicle which can be placed near the scene of an incident and provide working space for various responding entities.

• Implement sustainable strategies that promote Iowa State as an environmental leader.
  ✓ The Biorenewables Laboratory was awarded a LEED Gold Certification by the United State Green Building Council.
  ✓ The Hach Chemistry Building was awarded a LEED Gold Certification by the United States Green Building Council.
  ✓ Human Resource Services (HRS) continues to implement a project to create electronic personnel and benefit files to replace existing paper documents.
  ✓ FP&M added 30 new solar powered trash compacting receptacles (BigBelly) for general campus use replacing concrete receptacles with up to five times more capacity. These units have saved man hours and fuel with reduced service cycles.
  ✓ The Accounts Receivable Office created three paperless applications in AccessPlus to assist departments in requesting new accounts and selling agencies. Additionally, students can obtain their Educational Tax Credit documents in electronic format and can store this information for up to three years in AccessPlus.
  ✓ Central Stores worked with Apple to take advantage of their free e-waste program. Over 6 tons of e-waste was recycled at no cost to the university.
  ✓ UTS offered van pooling opportunities to employees interested in commuting to and from work, providing a sustainable option for commuting.
  ✓ Printing Services recycled all press paper waste and more than 600 pounds of cardboard each week.
  ✓ Buying local for ISU means doing business within the State of Iowa. During FY11, purchasing agents focused on finding sources within Iowa. The efforts paid off with a 14% increase in procurement volume with Iowa businesses. Procurement expenditures with Iowa small businesses increased 59.5% over the previous fiscal year. Iowa State University channeled nearly $126 million back into the Iowa economy during the past fiscal year through procurements.
  ✓ In cooperation with Iowa State’s “green” initiatives priority, the University Book Store (UBS) partnered with the University Marketing department on “Prior Life Bags.” These bags are made from old ISU banners that were displayed on University Boulevard. Proceeds from the bags primarily benefit the university’s marketing program. The bags have received national publicity in many collegiate bookstore magazines. The store also continues to sell 100% recyclable graduation gowns which have created positive publicity for the university.
• Foster a culture of shared participation and ownership of facilities.

✓ Risk Management worked with University Counsel in the development of Facility Use Agreements for external users of campus facilities.
Fiscal Management
Provide financial and business services that are ethical, efficient, and safeguard the university’s assets.

Goals

• Manage risks and demonstrate accountability for university assets.
  ✓ Risk Management managed the centralization of restitution claims processing for ISU.
  ✓ Risk Management provided risk assessment, insurance and contract review for special events by external entities.

• Provide business systems, processes and training that promote compliance with applicable policies, procedures, and regulations.
  ✓ Controller’s Department implemented new practices with summer C-base who were not registered for credit classes as original proposal would have been in violation of IRS requirements.
  ✓ Controller’s Department created an inventory system for tracking equipment expenditures by student organizations.
  ✓ Controller’s Department developed and implemented the Effort Reporting and Certification policy.
  ✓ HRS processed 7239 new hires in FY11 (all pay bases and student hires).
  ✓ The Treasurer’s Office created and provided Payment Card Industry Data Security Standards (PCI DSS) training to all university departments accepting credit cards for payment for goods and services.
  ✓ Purchasing has conducted outreach educational workshops and sessions for 641 individuals. These outreach efforts consisted of P-card user and system training, cardholder orientation, requisition and cyBUY training, and an 8-hour procurement process certification course. Purchasing was invited to participate in the annual New Research Faculty Orientation sponsored by the VPRED Office, enabling us to positively interact with and assist new faculty.

• Enhance availability and provide information that enables our customers to better manage their resources.
  ✓ Controller’s Department created training videos for the VO application to provide on-demand training and recue the out-of-office time required for campus users.
Controller’s Department created WebCT training on effort reporting for PIs with federal funding and delivered to 650 PIs in June 2011.

FP&M developed an annual key audit process which provides departments with real-time key holder information and overall enhanced security.

HRS continues to use a Supervisor Toolbox approach to provide information and processes to supervisor through AccessPlus and Link to HR.

The Treasurer’s Office created an E-Report for Engineering Distance Education (ED) showing charges and awards for each of their students participating in the Boeing Program.

Central Stores promoted exceptional contract opportunities to university departments to maximize their dollar savings and meet their operational needs.

Printing Services purchased a garment printing system after researching campus demand for specialty t-shirt orders.

Printing Services expanded their wide-format product offerings to include wider media and “frameless art”.

As in the past, the book store conducted end-of-semester textbook buybacks for students. The total amount given back to ISU students totaled more than $1,126,000. Many of books that are bought back are acquired by the bookstore to sell as used textbooks or as rental for the future semester, thus reducing total costs for students.

- Implement enhanced administrative systems and associated processes, including Kuali.
  - Controller’s Department is in process of implementing Kuali Financial Systems (KFS) set to go live in July 2012.
  - Controller’s Department is in process of implementing Phase I of Kuali-Coeus (KC), redesigning processes with OSPA, etc. set to go live in July 2012.
  - Controller’s Department designed and tested electronic voucher (VO) for implementation in November 2012 which will eliminate approximately 60,000 paper transactions.

- Develop and strengthen business processes to support the planned growth in research, international programs and entrepreneurial activities.
  - Reiman Gardens increased membership by 33% for a total of 3,200 member household making this the largest number of members in Reiman Gardens’ history.
  - The Treasurer’s Office purchased services from TouchNet to process and store credit card information at TouchNet’s secure location removing personally identifiable information from on-campus servers.
  - The Purchasing Department added a program coordinator/research liaison position with the collaboration and funding from the offices of EVPP, VPRED, and B&F. This new position has provided significant value to the research community and has contributed to the reduction in process days. The liaison has worked closely with PI’s while handling multiple procurement assistance requests. Not only has order response time been improved, but outreach to researchers has created beneficial relationships. Procurement assistance continues to grow as researchers become acquainted with the new services.

- Provide efficient, value-added services that maximize university resources.
  - Controller’s Department processed 145,000 accounting transactions equaling 49,430 transactions per FTE.
  - Controller’s Department administered $312 million in sponsored funding.
  - Controller’s Department successfully abated almost $600K of IRS proposed penalties.
- FP&M reduced its budget by ~$.11 million as the university struggles with budget deficiencies which included the loss of 12 positions and the reduction of basic service levels on campus.
- UTS reduced the number of FY11 replacement vehicle purchases consistent with the recommendations of a consultant hired by the Governor, the state’s financial condition, pending university budget cuts and the expected impact on university departments.

- Incorporate life cycle and total cost principles in making strategic decisions.

- Generate revenue sufficient to support core Business and Finance operations.

- The Purchasing Department’s cyBUY has been operational for approximately two and one-half years. Acceptance has surpassed expectations, handling almost $14 million in annual expenditures. At the volume levels reached by the conclusion of FY11, cyBUY now generates enough revenue to be self-supporting.
- New textbook sales were up $31,000 this past year, while used book sales were down $1.04 million. Rental books helped to offset the used book decrease and accounted for $1.01 million in sales. By offering a rental program, the University Book Store is keeping revenues within the State of Iowa and benefitting students by reducing their costs. Electronic book options have also been implemented.
People
Promote an environment and provide services that enhance and diversify the university’s human resources.

Goals

• Utilize contemporary methods to attract diverse and outstanding people.
  ✓ The Department of Public Safety participated in numerous career fairs to recruit more women and minorities.
  ✓ HRS has expanded the use of the online People Admin system to encompass faculty hires and bring consistency to the application process for all positions.

• Provide guidance and alternatives to foster a culture of work life balance.
  ✓ FP&M held a number of fundraising activities raising over $15,700 to support staff and their families who found themselves in unfortunate circumstances.
  ✓ HRS continues to provide support for students and employees related to child care needs.

• Pursue competitive compensation and job structuring.
  ✓ HRS implemented the new Professional and Scientific job structure on July 1, 2010 with two new pay grades.
  ✓ HRS continues active management of the employee benefit programs. They have limited health care cost increases to the university to 5% in 2009 and 2010 and have reduced university costs for long term disability and life insurance benefits.
  ✓ HRS completed a two-year review of investments under ISU’s Defined Contribution Retirement Plan and received approval for changes made on July 8, 2011.

• Develop tools and strengthen professional development opportunities for employees.
  ✓ Department of Public Safety officers received training in sexual assault response, harassment, conducting interviews and interrogations and violent incident responses.
  ✓ EH&S supports diversity through training and employee-developed activities such as brown bag luncheons on diversity topics.
• Guide and support managers and supervisors in personnel management.

  ✓ FP&M held four management information/development sessions for “What Managers and Supervisors Need to Know”.
  ✓ HRS continues to provide consultation to supervisors with reorganization efforts to help improve efficiencies in colleges/units.
  ✓ HRS continues to provide FMLA training, performance management training, how to conduct a layoff notice meeting training, and grievance resolution improvement process training.
  ✓ Risk Management prepared volunteer agreements for projects and activities that engaged university staff and volunteers (such as for Keep ISU Beautiful – Adopt-a-Campus, College Creek Cleanup, etc.).
  ✓ Printing Services participate in Purchasing’s procurement training classes educating ISU staff on print purchasing procedures.
  ✓ Monthly sessions are held for all book store employees, providing educational information and training on campus security, theft prevention, textbook reservations, orientation and announcements of new product offerings with suggested selling techniques.

• Provide experiential learning opportunities for students.

  ✓ HRS has provided learning opportunities for students where they are assigned to, and rotated between, all HRS areas to provide a broad exposure to HRS and university operations.
  ✓ The Iowa State Center provided experiential learning opportunities for students pursuing careers in journalism and marketing through valuable on-the-job instruction that fulfills internship requirements and ISU credits. Two recent grads have subsequently been hired to fill full-time positions after completing internship requirements.
  ✓ Reiman Gardens has employed over 44 students representing over 15 different majors from funding created largely by membership and admissions income.
  ✓ Risk Management provided consultation and prepared documents for alternative spring break and experiential learning programs.
  ✓ A total of 9,100 students from four colleges – Human Sciences, Design, Engineering, Agriculture and Life Sciences, and Liberal Arts & Sciences – and the Honors Program participated in University Museum integrated curriculum and programming. Also, the University Museums’ staff led two courses during the fiscal year, which included an art history course on museums, an introduction course to museum studies, and an honors course on public art at ISU.

• Determine and maintain core staffing levels necessary to support the university mission.

  ✓ The Parking Division had two long-time employees retire in December 2010 and through reorganization hired only one new employee.
  ✓ The Controller’s Department made significant progress on numerous initiatives after losing 18% of the staff to retirement and budget cuts. Tasks in each unit were analyzed and many were modified or dropped based on the relative risk of the process and its connection to our core services.
  ✓ The Accounts Receivable Office added on full-time advisor to assist in electronic and face-to-face customer service requests in response to enrollment growth.
  ✓ UTS provided shuttle transportation between Howe Hall and the Applied Sciences Complex for IPRT employees and other ISU staff/students with shared appointments or projects.
**Cultural Arts**

Provide experiences, scholarships, events, and venues that educate and enrich the university and its local and state-wide constituents.

**Goals**

- Provide aesthetic experiences that strengthen an individual’s critical thinking, communication, and creative skills.
  - Reiman Gardens had more than 1,700 people participate in more than 45 different programs covering topics on floral design, gardening, landscape design, insects and nature for adults, families and youth.

- Provide nationally and internationally acclaimed cultural arts experiences that strengthen life-long understanding and appreciation of the arts and develop new audiences.
  - Reiman Gardens has received national and international attention for its increasingly popular annual themed exhibit, making it a destination location while generating significant travel and tourism dollars for the community.
  - Central Stores works with University Museums on handling and transporting fine art both on campus and nationally.
  - After nearly fifteen years of research and investigation, Christian Petersen’s first major bronze sculptures, the *Panthers*, created in 1920 were located at Middlebury College in Vermont. This important academic discovery informs Petersen’s artistic development. The sculptures will be conserved October, 2011 to March 2012, and installed in the Anderson Sculpture Garden in April 2012.

- Maintain, preserve, and renovate university cultural institutions, including the Iowa State Center.
  - As part of the flood mitigation process at the Scheman Building, Iowa State Center staff worked with FP&M to remodel the ground floor office space into expanded meeting room space providing new mobility impaired access on the south side of ground floor. This makes the ground floor of Scheman accessible for all directions.

- Create a collaborative business process that includes entrepreneurial activities supporting planned growth of the cultural arts at Iowa State University.

- Provide opportunities to students, members, volunteers and patrons that engages them in the missions of the cultural art organizations.
The Book Store “Art Card” Monday’s are held once per month promoting the art department and offering special discounts to students that sign up for the mailing list. Most students are majoring in design, retail, engineering or architecture.

The Iowa State center Seat Plaque program was reborn, generating 11 new plaques. The revenue ($3,300) goes to the Performing Arts Endowment which funds talent fees and building equipment maintenance and replacement.

University Museums accessioned over 340 objects into the permanent collection.

- Provide youth with their initial Iowa State University experience through the cultural arts that helps develop an affinity for the institution.

- The Iowa State Center provided over 16,000 K-12 youth with their initial ISU experience through the cultural arts that helps develop and affinity for the institutions. This was accomplished through the Martha Ellen-Tye Performing Arts Institute Youth Matinee Series and C.Y. Kids Club programs.
**Collaboration**

Promote collaboration with internal and external entities to facilitate efficiencies, savings, and enduring successes.

**Goals**

- Enhance cooperative efforts with Regent institutions and state agencies to increase efficiency and productivity.
  - FP&M participated in inner-institutional meetings with University of Iowa and University of Northern Iowa.
  - Treasurer’s Office assisted the University of Iowa student billing office in creating an in-house collection module.
  - Central Stores collaborates with Regents institutions and other state agencies on joint procurements to obtain high quality goods and services at the best available costs.
  - With the flooding that occurred in August 2010, ISU utilized the new joint regent’s contract for Emergency Disaster Response Services. Contracting with ServiceMaster assisted the university in providing an invaluable, immediate response, which was critical in minimizing damages. After reconciling months of billings and negotiating a final settlement, it appears the contract pricing with ServiceMaster saved ISU approximately $944,000.

- Partner with all university units and provide assistance for their continued success.
  - Controller’s Department collaborated with Purchasing, ITS, Ames Lab, Library and the Book Store to modify and update the vendor file in preparation for IRS reporting changes.
  - Controllers’ Department worked with Provost’s Office, OSPA, University Counsel, VPBF and the policy administrator to implement the Effort Reporting policy.
  - EH&S works with professors in academic departments to enhance health and safety materials presented to students and co-instructed TSM 471 and Chem 550.
  - EH&S worked with ISU Students In Free Enterprise (SIFE) to coordinate the collection and proper recycling of batteries as part of the SIFE Interstate Battery Project.
  - FP&M’s Room Scheduling partnered with the Colleges of Engineering and LAS, along with IT classroom support staff, to install classroom capturing equipment in several general university classrooms and large auditoriums. This equipment had previously been installed in departmentally controlled rooms. Room Scheduling ensured that specific classes were scheduled into those rooms this fall, based on their need of this kind of technology.
  - HRS meets quarterly with other Regent institutions to discuss grievances, arbitrations and AFSCME contract management.
HRS consulted with university colleges/unit on reorganization efforts in support of FY12 budgets.

Reiman Gardens annually hires the ISU Turf Club to make three applications of fertilizer and/or herbicide making it the single largest fund raiser for the club.

Reiman Gardens donated annual and perennial plans for displays at ISU’s College of Veterinary Medicine and to the ISU/Ames Information Booth. The Gardens’ staff maintained these beds all season with FP&M’s Adopt-A-Flower Bed program.

Treasurer’s Office collaborated with ISU New Student Programs and US Bank to train Cyclone Aides, making the traffic flow and orientation process very successful.

Central Stores collaborated with the Department of Residence to provide extended services such as receiving and general use supplies.

Risk Management assisted in developing Regent-wide RFP for international medical and evacuation services.

Risk Management collaborated in the development of a 28E agreement between Regent institutions and the State of Iowa reflective safety policy.

UTS partnered with Extension to provide annual lease vehicles for its staff, creating significant cost savings for Extension.

UTS continued coordinating motor pool vehicle overflow requests and university business travelers’ one-way trips to and from the Des Moines airport, with paying drop off fees.

Printing Services worked closely with Admissions and assisted student recruitment efforts by producing their personalized printing and mailing projects using their variable data capabilities.

Purchasing supports the cultural arts by supporting University Museums in their artwork acquisition efforts. Support of Reiman Gardens has been provided in several ways. Purchasing procures and contracts for most of their needs, including butterflies from foreign countries. We also collaborate to create new contract and revenue generating opportunities through negotiations and innovative business practices.

The Book Store provides an annual appreciation lunch in honor of the academic coordinators for their work of obtaining course material and supply lists from Iowa State faculty. Coordinators’ efforts are vitally important not only for the UBS textbook ordering process, but they also assist students and ultimately lower their textbook costs by submitting adoptions in a timely manner. These efforts help ISU and UBS comply with the requirements of the Higher Education Opportunity Act.

University Museums has a collaborative exhibition series, Relationships that continues with the College of Design, Integrated Studio Arts Division and presents visual arts faculty paired with faculty from an array of disciplines to more fully explore and integrate artistic expression and diversity of thought.

Support town and gown/community collaborative activities and relationships, including support of campus town revitalization efforts.

The Iowa State center continued cooperative sales efforts with the Ames Convention and Visitors Bureau to seek meetings, conferences and conventions that utilize city-wide facilities.

The Department of Public Safety provides two officers who participate in the Ames Policy Department’s Emergency Response Team (ERT) effort.

The Department of Public Safety developed and implemented campaigns for special events held during the academic year, e.g., football tailgating and VEISHEA.

Identify best practices and benchmark programs, processes, and procedures with peer institutions.
• Collaborate and actively participate to build and implement system solutions such as Kuali.
  ✓ HRS is conducting regular testing of business logic for Kuali KPME modules including requirement writing, system testing, system scope and management tool flexibility.

• Collaborate in the development of enterprise risk management strategies.

• Support the transition of Iowa Public Radio into a state-wide network.
  ✓ HRS staff has participated in meetings and discussions with IPR leadership in support of their transition efforts.
  ✓ The purchasing staff supports Iowa Public Radio through procurement activities on its behalf. During FY11, purchasing handled 98 acquisitions totaling $913,960. Purchasing also provides guidance with sourcing and contract issues.
Public work of art: e+t+c+m+e+n+t+r+e+l
Created by Norie Sato in 2010
Major funding provided by Dr. Richard Forsythe
An Iowa Art in State Buildings Project for the Chemistry Department at Hach Hall.
In the Art on Campus Collection, University Museums.
Photography by Bob Elbert. ©2010