

Goal 1: Finance, Accounting, Bursar, Purchasing and Budget: To provide leadership in managing the University's financial resources through collaboration with the campus community.

Summary of Highlights and Suggestions.

Connection to the Strategic Directions

Responsible Stewardship

Directions

Highlights

List the significant accomplishments for each divisional or unit-level goal. Select the highlights based upon their interconnectedness to the University's strategic directions. Highlights may serve as "best practice" models within the unit, division, or University.

Significant Highlights:

- Highlight 1. **TM1** - Development and implementation of the Cognos TM1 workforce planning (personnel and benefits) solution occurred in 2008-09. Approximately 75% or more of the University's expenditures are personnel and this application will significantly automate the 2009-10 personnel budgeting and monitoring activities of the University. Use of this application is especially critical today due to the Commonwealth's economic environment and will provide timely and accurate data for management to use in formulating future plans.
- Highlight 2. **Utilize purchase card information to help negotiate discounts with high volume merchants.** Purchasing leveraged p-card information for cost savings by downloading, sorting and tracking spending by vendor and MU department. Such information from the facilities area allowed them to sort and review line item and cumulative expenditures. Larger volume merchants were contacted in an attempt to consolidate business and negotiate better terms and even improve services in some instances. Resulting savings within the first year totaled almost \$50,000.
- Highlight 3. **Bursar.** Concentrating on the dual goal of cost savings and improved customer service, the Bursars office worked with IT to eliminate hard copy billing. Significant effort was made to communicate this change at placement testing events and orientation as well as on the Bursar web page, Bursar newsletter and the Technology fair. A third party payee authorization process was developed in order to ensure that interested parents/guardians, etc. were able to continue to receive/access billing information on line. Postage savings was \$5,360 and bill printing savings totaled \$4,500.

Summary of Highlights and Suggestions.

Suggestions

Identify areas for future progress based upon accomplishments or gaps in progress and needed updates to objectives, actions or outcomes. When determining suggestions, look patterns within each objective such as high priority accomplishments that have proven to be successful strategies to support a goal or persistent gaps. Phrase the suggestions so that they lead to improvements and do not just focus on the accomplishment or areas that need strengthened.

Suggestions and justification based upon gaps in progress for change:

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Li	Objective	Expected Outcome	Results	Progress/Timeline
1	Accounting: Identify cost containment strategies which will result in improved bottom line performance.	Reduced expenditures, efficiency improvements. Leverage capital, human and operation resources without putting SFKPR (Safe, Friendly, Knowledgeable, Professional Responsive) customer service goals at risk.	Requests of all departments for cost savings ideas resulted in 80 suggestions of which several will be implemented.	Completed
2	Improve controls and efficiencies in order to limit institutional risk, improve customer service and optimize workflow/efficiency.	Develop and implement a plan for updating the Accounting/Foundation policy and procedures manual as well as enhancing reporting requirements. Other possible priority issues/areas for review include travel expense, bursar processes and summer contracts.	<p>Overall implementation of controls</p> <p>Dining Conference Services Audit</p> <p>Development a Policy and Procedures manual</p> <p>Police Cash Handling Review</p> <p>Procedures updated and documented for Development, common cost accounting, accounts payable, etc.</p> <p>Significant progress in other areas such of control such as AP procedures, availability of on line review for grants and taxes.</p>	<p>Always ongoing</p> <p>Complete by 6/30/09</p> <p>Complete by 6/30/09</p> <p>Ongoing - Initial review completed; recommendations by 6/30/09</p> <p>Completed</p> <p>Several completed. Improved controls always ongoing.</p>
3	Utilize purchase card information to help negotiate discounts with high volume merchants.	Consolidate and sort financial pcard information. Meet with 'high volume' merchants and facilities personnel. Negotiate best terms.	MU Purchasing negotiated additional discounts with current maintenance supply vendors for an annual projected savings of \$40,000.	Initial negotiations completed. Review vendors for possible negotiations.

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4	Hire an Associate Vice President for Human Resources.	Select 3 to 5 potential candidates with final selection by the Vice President for Finance and Administration.	Process resulted in 4 qualified candidates visiting campus and the actual hire in February, 2009.	Completed
5	Ensure responsible use of university funds through the development of tools and information available for Financial Managers.	Successful implementation and use of new software, resulting in efficient and timely headcount, salary, fringe benefits, overtime, merit increase projections, etc., which provides accurate management information.	Development of the TM1 (Personnel Software) Workforce Planning solution began in early March, 2009. The production system Compensation Application was completed on June 19, 2009 with final 2009-10 salary and benefit models by bargaining unit for all authorized university complement.	Completed
6	Implement the SAP-FI Budget Control System (BCS).	Campus-wide use of Budget Control System (BCS) and recovery of some lost Banner functionality and improved Budget Office efficiency.	Implementation of mandatory BCS product completed by go-live date of November 28, 2008. Comprehensive training materials were developed by MU for campus users and distributed during campus-wide training. SQL Server reporting views and reports were rewritten and republished .	Completed

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7	Continue implementation of changes to Resource Request/Funding Matrix process.	Coordinate and ensure adherence to new/revised time frames and processes. Serve as liaison between Finance and Administration, the Budget Office and Cabinet. Timely decisions on permanent and one-time budget allocations for personnel, operating and repair and renovation projects.	Revised repair and renovation project component of resource request process was implemented in mid-December, 2008 with final project budget approved in May, 2009. Earlier and final decisions on remaining components of resource request process were placed on hold due to significant PASSHE financial constraints which became evident by October, 2008.	Requires follow-up action: Upon resolution of budgetary constraints due to the nationwide and Commonwealth recession, the resource request process will again be evaluated for improvement and implementation of new processes where beneficial.
8	Purchasing: Identify cost containment strategies, which will result in improved bottom line performance. Improve controls and efficiencies in order to limit institutional risk, improve customer service and optimize workflow/efficiency.	Cost savings via additional travel option and improved customer service via working with this vendor on workflow.	Millersville followed Slippery Rock University's lead and implemented a rental car contract with Enterprise to save maintenance cost of fleet vehicles and reduce personal auto mileage payments. PASSHE followed with an identical contract for all state universities. MU negotiated a gasoline refill program at prevailing local prices for customer convenience and billing simplification.	Completed

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9	Facilities: Identify cost containment strategies, which will result in improved bottom line performance.	Cost reduction.	Following the first half-year of the new PASSHE collaborative janitorial supplies contract with Grainger, a midyear expense review revealed unexpected cost overruns. Subsequent reductions in cost of 34% (from \$225k to \$148k) were achieved by using alternative products, maintaining a demonstrable “green” initiative, and bringing costs in line with budget limits.	Completed
10	Optimize workflow/efficiency and improve customer service to PASSHE schools.	Organize and offer team training/learning event(s)	Millersville Purchasing initiated and hosted an on-site SAP users group review session for best-practice development.	Completed
11	Purchasing: Improve diversity of vendor community by providing training and learning experiences.	Run and or attend Minority Business Enterprise/Minority Women’s Enterprise (MBE/MWE) Fairs	Millersville Purchasing personnel co-hosted (with West Chester University) booths at two MBE/WBE small business promotion fairs.	Completed

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12	Bursar: Identify cost containment strategies, which will result in improved bottom line performance. Improve customer service and optimize workflow/efficiency.	Set up parent authorization for on line payments and provided information concerning change to electronic bills effective Fall 2009.	Third-party authorization was introduced to students at the March Technology fair. This was followed up with a letter to the home address for all currently enrolled and newly admitted students. A Bursar newsletter was also sent via email to all students. A parent tip sheet was presented at all placement tests for incoming freshman. Information was also placed on the Bursar web page under announcements. Through early June, over 1,800 students have authorized a third-party payee.	Ongoing
13	Bursar: Identify cost containment strategies, which will result in improved bottom line performance. Improve customer service and optimize workflow/efficiency.	Continue on line focused efficiencies by instituting option for online admissions deposit	This was introduced to students admitted beginning summer I, 2009. Students have ability to pay via credit card or electronic check. Credit card payments are no longer accepted in person or via mail in the Admissions office. To date 724 students have paid on line.	Completed

Goal 2: Capital Construction, Contracting and Design and Maintenance Operations: To provide the physical environment and support services necessary to conduct teaching and service activities through professional management of the design, construction, and maintenance of the buildings, grounds, and infrastructure of the University.

Summary of Highlights and Suggestions.

*Connection to the
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Responsible Stewardship

Highlights

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Significant Highlights:

- **Highlight 1. Guaranteed Energy Savings Program** – After completion of an investment grade audit in February 2008 by an ESCO company, Millersville University entered into a \$1.9 million bond financed project with NORESKO to upgrade HVAC equipment, lighting and the energy management system with a maximum payback of 15 years. Twelve buildings are involved in the upgrades. Not only are these upgrades guaranteed to reduce energy costs, they will also result in more environmentally friendly buildings. As part of the contract NORESKO will be commissioning the newly installed equipment to ensure peak performance.
- **Highlight 2. Master Plan** - Beginning in April of this year, the University in concert with WTW Architects completed the latest Master plan. It is a comprehensive evaluation of current educational, housing, facility and support functions, developed into a plan for infrastructure requirements to maintain and achieve our goal for the best educational opportunity for our existing and future students. The building projects, comprised of three (3) phases, outline our best course of action in moving forward. The Master Plan and Appendix will be approved at the September COT meeting. The Master Plan is currently posted on the Capital Construction, Contracting & Design website.

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Suggestions Identify areas for future progress based upon accomplishments or gaps in progress and needed updates to objectives, actions or outcomes. When determining suggestions, look patterns within each objective such as high priority accomplishments that have proven to be successful strategies to support a goal or persistent gaps. Phrase the suggestions so that they lead to improvements and do not just focus on the accomplishment or areas that need strengthened.

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14	Coordinate the development of a new Facility Master Plan.	To complete the new Facility Master Plan by March 6, 2009.	Completed and presented to the Council of Trustees on June 10, 2009 meeting for review and approval at the September, 2009 meeting.	Waiting for COT decision
15	Coordinate the design and construction of the new Visual Performing Arts Center.	To complete with the design professional for design services and with a construction management firm.	A design professional and a construction management firm were selected and contracted. They are currently working on the design phases of the project.	In progress/On schedule

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16	Coordinate the design and construction of the Student Memorial Center (SMC) renovation project.	To contract with the design professional and contract manager. To have fully executed the construction contract in place in order to meet the construction timeline established. Phased construction to begin June, 2010.	A design professional was selected, contracts written and they are currently in the design phases of the project. The construction manager was selected and the contract for pre-construction services was issued. We are currently negotiating with the construction manager for construction phase services.	In progress/On schedule
17	Complete the design and begin the upgrade of the existing Underground Electrical Utilities.	To contract with the design professional. Construction to start in 2009 and be complete in 2010.	A design professional was selected and contracted for preliminary design services, which included verifying the initial underground utilities in place. This project has been put on hold until additional funding can be obtained.	BOG approved additional funding in the FY2010-11 Capital Budget. Design will begin F2009.
18	Ganser Library – complete the feasibility study and program in fiscal year 2009. Review proposals for architect and engineer services from Department of General Services (DGS) professional solicitation.	To contract with the design professional for the design phase.	A design professional was selected and a Feasibility Study completed. Proposals from the Department of General Services (DGS) were reviewed and DGS selected a design professional. The Library department has completed their Program Document.	On Schedule / The design professional is to be contacted to begin negotiations for his contract. BOG approved funding for 2010-11.

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19	Create a South East Quad.	To exchange the streets in 2009. To contract with a design firm. To begin construction May, 2010. Continue negotiations with Millersville Borough to swap ownership of James Street for East Frederick Street with the plan of designing a new South East Quad with the closing of East Frederick Street.	A design professional was selected and contracts were issued. One of the first requirements for approval of the street exchange was the intersection of George-Frederick-Shenk's Lane upgrade.	In Progress
20	To improve vehicular traffic at the George-Frederick-Shenks Intersection.	Coordinate traffic studies with a design professional. To contract with a design firm. To meet a construction completion date of August, 2009.	Traffic study was completed. A design professional was selected and contract issued. Design completed. Construction began in May, 2009.	On schedule. To be completed 9/2009.
21	To improve safety by relocating the Breidenstine Art Kilns.	Design began in May, 2008. Issue bid documents and award construction contracts. To meet a construction completion of December, 2008.	Contract documents were completed. Contracts were bid and awarded. Construction began in September, 2008.	Completed
22	Complete the ESCO Energy Savings Program.	Complete the Investment Grade Audit. Enter into a contract with NORESO and begin building upgrades.	ESCO program is 50% complete. The program will be completed in February, 2010.	On schedule. Actions will continue until outcome is met.
23	To implement the repair and renovation list approved by Cabinet.	Renovate and upgrade campus dwellings.	Building projects are 60% complete. The remaining projects will be completed during the summer.	On target. Actions will continue until outcome is met.
24	Improve the physical configuration of the Maintenance Operations Department.	Add additional square footage. Relocate shops and personnel. A department that will function efficiently with a smooth workflow.	All maintenance personnel have been relocated to the main shop area in the Palmer building. Workflow conditions have improved through better control.	Completed

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25	Upgrade and improve Automatic Temperature Control System.	Connect buildings to our automation system. Benefit from the energy efficiency and improved customer service.	Three (3) buildings were added to the automation system this year.	Ongoing. Actions will continue until outcome is met.
26	Develop a plan that will assure a complete maintenance project that both the customer and the staff understand.	Create a document that meets all project criteria and approvals. Maintenance projects will be started and completed with a clear understanding between the customer and the department.	A document is in place that requires information from the customer that assures funding and a clear project description.	Completed

Goal 3: Dining and Conference Services and University Services: To provide high quality and competitive University services to meet the needs of students, faculty, staff and the community.

Summary of Highlights and Suggestions.

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Significant Highlights:

- **Highlight 1. Manage Costs of Dining Services** Dining and Conference Services effectively managed food and labor costs yielding a net bottom line of \$847,338 far exceeding the original budget of \$3,619. The management staff worked diligently to manage and reduce food cost through product analysis, menu engineering and purchasing strategies resulting in a year-end food cost of 30.5%, which is 13.4% less than the original budget of 35.2%. Food & Beverage Industry forecasts projected Food Cost percentages of 9% plus for FY '09; however Dining and Conferences Services was able to control costs and even reduce them from the previous year while maintaining the Millersville expectation for quality. Staffing efficiencies and monitoring resulted in additional savings of \$91,393 in Overtime Labor and Temp Labor.
- **Highlight 2. Be an active member of the Sustainability Task Force** Dining and Conference Services developed and implemented a "Going Green" Sustainability Program throughout the year. A campaign was initiated seeking student input through a Suggestion Box contest that generated over 100 suggestions. Student recommendations, including biodegradable supplies, reusable small wares and environmentally friendly bags were incorporated into the Dining, Retail and Catering programs during the Spring Semester. Two "Weigh Your Waste" Days were held during the Spring Semester with the program being extended to include the Summer Conference Group, Hugh O'Brien (HOBY) program. Students were encouraged to participate in and support the D&CS Sustainability program with "Going Green" shirts and two bicycles being raffled as grand prizes. Plans are underway to continue the program for Academic Year 2009-10 with two "Going Green" themed day dinners during the First-Year Student Orientation Week and later during the Fall Semester utilizing local and organic products.

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Suggestions

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Li	Objective	Expected Outcome	Results	Progress/Timeline
27	Improve bottom line performance of University Services.	Increase revenue and reduce costs	Printing and Duplicating reporting packet was developed including income statement and graphs. Distribution and review with staff. Number of press jobs increased; not volume.	Ongoing
28	To implement internal audit recommendations.	Collaborate with Finance and Administration's Internal Audit Team to prioritize issues and implement recommendations with the administration, management and clerical staff of Dining and Conference Services.	Establishment of policies and procedures to improve and ensure controls and efficiencies for all Dining and Conference Services' revenue, including cash handling and invoicing.	Ongoing
29	To respond to student's requests for ice cream.	Develop, plan and open the Turkey Hill Creamery at Cygnets in the lobby of Gordinier Hall building a relationship with a local county business for a branded Cash Operations concept.	Ice Cream Shoppe opened in late November.	Completed
30	Manage costs of Dining Services.	Assess and implement food cost saving measures to manage the rising cost of food and beverages through purchasing, production, service and marketing to control expenditures and reduce food waste.	Management of F&B purchases through December 31 resulted in a 30.9% YTD Food Cost. YTD through June show FC results of between 30 and 30.5%.	Dining Services ended the year with a positive fund balance of over \$850,000.

Goal 3. Dining and Conference Services and University Services: To provide high quality and competitive University services to meet the needs of students, faculty, staff and the community.

Li	Objective	Expected Outcome	Results	Progress/Timeline
31	Increase Bolger Conference Center bookings and catering revenue.	Advertising and marketing; and, the implementation of new prices that is competitive and profitable.	Catering revenue increased by \$43,643 or 12.93% during the first six months of the fiscal year, as compared to the same period of time in FY '07 – '08. Revenue increased by \$18,983 or 22.63% during January and February. The number of weddings catered during FY '08 – '09 increased from 7 to 18.	Ongoing
32	Develop a Nutritional Awareness Program with the Wellness Department and Student Dining Committee.	Promote ingredients, recipes and educational initiatives to encourage healthy choices.	Educational information gathered and promoted through the use of focus cards located on the center of all tables at the Upper Deck of Gordinier Hall and North Side Bistro.	Ongoing. CBORD Nutritional Software to be purchased during FY '09 – '10 for implementation prior to the Fall of 2010. DCS will be able to list nutritional values for ingredients and recipes.
33	Be an active member of the Sustainability Task Force.	To have a sustainability dining plan.	Management initiatives and student input through “Going Green” with Dining has resulted in the implementation of numerous recommendations. Purchases of biodegradable supplies, reusable small wares, environmentally friendly bags and “Going Green” shirts have generated an awareness and support for DCS’s Sustainability program.	Ongoing

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34	Access and develop the potential for a Campus Concierge Service.	View costs of food groups with campus. Recommendation to do it or not.	A location has been recommended at the entry to the Bolger Conference Center. Personnel with knowledge of the campus facilities, services, academic programs and events are critical to the success of the Concierge Program. A staff member has been identified. The position would need to be transferred to DCS.	Ongoing
35	Improve town and gown relations and customer service to students and community	Grow number of merchants participating in program and in turn the dollar amount of use by our students in the community.	The Marauder Gold program continued to add merchants and volume. As of April, 2009, there are currently 11 merchants and programs to date - a total of \$210,641.37.	Ongoing

Goal 4: Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

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Significant Highlights:

- **Highlight 1. Mass Notification (Siren) System-** In 2008-2009, Millersville University installed an outdoor Mass Notification System (MNS.) The MNS is used to alert those who are outdoors of an impending or unfolding emergency on campus. Anyone outdoors, anywhere on campus, can hear the alert message which will tell them what is going on, and what they should do. The MNS was installed in September 2008 and has been tested multiple times since then to ensure it is functioning properly. In spring 2009, the MNS was integrated with the new RSAN system (for emergency text message and email alerts) so all three emergency alert technologies now operate through a single portal.
- **Highlight 2. Employee Self Service (ESS)-**In 2009, Millersville went on line with the PASSHE Employee Self Service (ESS) program. Previously MU was behind other system schools in utilizing this direct customer friendly information system in that employees can check their own personnel and payroll data. In addition, access to paperless pay stubs are now available and shortly the system will be available for automated leave approvals.

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Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
36	Implement and manage a siren system (mass notification outdoor warning system).	The siren system is installed, tested, and operating by fall semester 2008. Protocols for using the siren are established and operational, employees identified and trained in how to use the siren system by fall semester 2008. All three mass notification systems are integrated as soon as all three are operational (tentative – fall semester 2008, no later than spring semester 2009). The siren system is capable of quickly alerting people, outdoors, of an unfolding or imminent emergency and providing them with information so they can protect themselves.	<p>Training conducted for ten staff members on August 26, 2008. Siren system was installed September 2008. Siren tested Sept 2008, April 23rd and June 23rd 2009. Siren demonstrated to three other universities June 23rd 2009.</p> <p>The Director of Safety and Environmental Health spoke at Thiel College to over 40 university officials on our siren system - October 29, 2008. Over 40 weekly inspections conducted of the siren system. Lightning protection system installed by a contractor for three siren speakers – fall 2008. Software and firmware updates installed into system computer, by contractor, spring 2009. Created over 25 pre-recorded emergency alert messages and programmed into the siren system March-April 2009. RSAN system will have full integration with siren – July 2009. RSAN training scheduled for July 8, 2009. The Director of Safety and Environmental Health developed quick use guide for how to use the siren, for dispatch officers – April 2009.</p>	<p>Completed</p> <p>Ongoing</p> <p>Weekly inspections Ongoing maintenance of system</p>

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

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37	Implement and manage an Automated External Defibrillators (AED) program.	Implement the new university AED system by placing AED's in specific buildings and departments, training individuals in AED/CPR/first aid, developing policies and protocols for the AED program including routine inspections and maintenance of the AED's, etc.	48 AED's are installed in our buildings and with Police, Athletics, and Health Services, - fall semester 2008. AED placards mounted above all AED's in buildings – spring 2009. Training and education is provided to app. 40 staff, fall-spring 2008-2009. AED policy developed – spring 2009. Weekly inspection/maintenance of AED's conducted since fall semester 2008.	Ongoing. Weekly inspections More Red Cross and 1-hour AED training. Requires Follow Up Action Need to purchase protective mouth guards (for doing mouth-to-mouth/CPR) and place in AED cabinets – fall 2009
38	Improve the services of the Environmental Health and Safety (EHS) unit to serve the community and act as a resource for protecting health and safety on campus.	Train and orient the incoming Associate Vice President for Human Resources in the operations of the EHS unit and train and orient the EHS Assistant in the job functions of this new position.	The Vice President for Finance and Administration is oriented and continues to be oriented in safety and health by the Director of Safety and Environmental Health – 2008-2009. The Assistant Director of Safety and Environmental Health is oriented and continues to be oriented in safety and health by the Director of Safety and Environmental Health– 2008-2009.	Ongoing. Updating hazard communication, hepatitis B program, AED and siren inspection and maintenance and training, safety audits, accident investigation, night shift audits, weekly meetings, commencement, RCRA/DOT, NIMS, Hazwoper training – fall 2009. Cross train on workers comp – fall 2009.

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

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39	Assist in the implementation of Employee Self Service (ESS).	Coordinate the implementation with Information Technology and Human Resources. Communicate and train the MU staff and faculty. Improve customer service.	<p>In mid-March 2009 all employees received user names, passwords and instructions for setting up their ESS account. An ESS link was created on HR web site. Three hands-on training sessions were offered. Currently, 185 employees use ESS to verify their race and ethnicity. In addition, 60 employees use ESS to view their pay statements and no longer receive a paper pay stub.</p> <p>Staff received Org Publisher Training. Organizational structures are set up in SAP. Met with two divisions to clarify and designate leave chiefs.</p>	<p>Ongoing - ESS for new employees requires follow-up action.</p> <p>On-going, on-target, on-schedule.</p>
40	Work with Human Resources to refine the payroll approval process	Address problem issues, discuss and agree opportunities to clarify the processes, procedures, and authorizations. Improve customer service by error reduction, communication and payment of expected payroll.	<p>HR and Provost Office held meetings with Deans, Associate Deans, Department Chairs, and Timekeepers to review the completion of the TPTF form. In addition, HR met individually with the Dean of each School to brainstorm methods to reduce payroll errors. A new process of sharing information was developed using spreadsheets and e-mails.</p>	Completed

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41	Provide professional development and training consulting services to the university community.	Create and provide training to campus organizations in requested areas of professional development, i.e. customer service, supervisory skills, communication skills. Facilitate meetings and retreats for campus organizations.	Created and provided training to the following: Residence Life, RAs and GAs, Alumni Association, Wellness Fall Walk, Dept of Social Work. Training topics included: Active Listening, Handling Conflict, Communication, and Stress Management. 200 people were trained in these organizations. Provided consulting services for the following: Information Technology, Library, Alumni Association, Middle States Working Group 11, Greek Task Force, Sexual Assault Prevention Committee, and Career Services	Completed
42	Improve university managers' skills.	Create a Leadership Series. Coordinate a four part series highlighting topics important to leaders in the 21 st Century. Topics will be covered in a panel and group discussion format. Panel members will include members of the university community as well as outside experts. Improve their leadership skills	Leadership series was put on hold, due to other priorities.	No action
43	Finalize policy and procedure manual for student payroll.	Review each document with all payroll employees and make appropriate changes. Update manual.	Updated manual to include newest procedures and documents. Reviewed each document with Payroll Staff.	Ongoing. Keep up to date with any changes or additions.

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Li	Objective	Expected Outcome	Results	Progress/Timeline
44	Complete and update the Staff portion of the Leave Manual with Benefits Manager.	Work with Human Resources Benefits Manager to gather the information necessary to update the manual. Supply the staff timekeepers with a completed leave manual for all staff employees in the various bargaining units or management.	AFSCME leave manual completed and distributed to timekeepers. SCUPA manual completed and being reviewed by Management. First draft of Management manual completed.	On target.

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
45	Develop procedures and guidelines for hiring foreign nationals and/or bringing non-resident aliens to the University to participate in cultural exchange.	Identify specific immigration issues; work with departments and the Office of Global Education and Partnerships to establish procedures and guidelines; document procedures and guidelines; conduct training on immigration issues; train staff in Global Education in the use of Student and Exchange Visitor Information System (SEVIS). Clearly articulated guidelines and procedures will be developed by July 1, 2009.	In consultation with the Office of Global Education and Partnerships, developed Exchange Visitor Information Forms for Sponsoring Departments and for Prospective Exchange Visitors to complete for HR review and recommendation to Provost of appropriate visa type prior to Provost finalizing invitation to come to MU. Attended Dean's Council and School meetings to explain the various visa types and use of the Exchange Visitor Program for short-term activities and to discuss the steps in the search process that need to be followed when recommending a non-resident alien for hire. Prepared a document for newly hired non-resident aliens to sign that explains the university's and the NRA's obligations in regard to paying attorney fees and associated filing fees for processing visas and/or permanent residency applications. Will begin using effective August 2009.	Completed

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
46	Acclimate the new Associate Vice President for Human Resources (AVPHR) with the various university unions.	Assist the AVPHR with grievances, pre-disciplinary conferences and meet-and-discuss; assist with interpretation of various Collective Bargaining Agreements (CBA's).	AVPHR has received and responded to 10 grievances, scheduled six pre-disciplinary conferences, and attended Meet and Discuss sessions with six of the seven unions. SPFPA (Police) have no designated union Representative.	Completed.
47	Communicate the PASSHE Health Plan Wellness Initiative to all employees.	By the end of FY 2008-09, all employees covered by the PASSHE group health plan will have had the opportunity to learn about the "Healthy U" program and the required steps to earn the lower biweekly premium for the health plan.	Email distribution list was created to enable timely communication and reminders regarding Healthy U. Eight information sessions were held to introduce Healthy U and help employees walk through Phase 1 of the program. 81% of Millersville employees successfully completed the Phase 1 requirements. Three question and answer sessions were scheduled for Phase 2 of the program. 85% of Millersville employees successfully completed the Phase 2 requirements. Eight information sessions have been scheduled. These sessions will take place during the months of August and September.	Completed initial Phase 1. Ongoing Phase 2. A series of information sessions will be held in August and September 2009 to communicate the requirements of Phase 3 and changes to the program.

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
48	Coordinate Open Enrollment and the process.	By the end of FY 2008-09, all employees will have been informed of plan changes and enrolled accurately in the appropriate benefits plans. All deductions will be updated in SAP to reflect current rates for appropriate plans.	<p>Fall 2008: PEBTF Open Enrollment was communicated to all PEBTF-eligible employees via campus mail and information sessions. All open enrollment changes were input into SAP on deadline without any errors.</p> <p>Fall 2008: Flex Spending Open Enrollment was communicated to all eligible employees via campus mail and e-mail. All enrollments were input into SAP on deadline and without any errors.</p> <p>Spring 2009: PASSHE Open Enrollment was communicated to all PASSHE-eligible employees via campus mail and e-mail. All changes were input into SAP on deadline and without error.</p>	Completed
49	Expand awareness of the employee wellness program.	Increased participation by campus community in wellness events.	<p>Awareness of wellness events has grown in that more faculty, managers and state university administrators are participating as well as AFSCME employees in the wellness events. Of course, we need to strive for a greater number of participants. A list of events with total number of participants is attached.</p>	On-target and on-going

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
50	Improve employment interviews.	Provide department managers and supervisors with sample interview questions that will assist in determining the best candidate for the job; attend interview so that suggestions can be made to get the most information from interviewees. Departments will hire qualified candidates.	Hiring managers/supervisors have appreciated the sample interview questions and understand the importance of the answers to the questions that can predict behavior and; therefore, the potential success of each candidate. Of the interviews attended, the majority of hiring managers/supervisors have viewed my comments positively.	On-target and on-going
51	Conduct supervisor training.	Training for supervisors of new employees on the pertinent CBA, progressive discipline process at Millersville, how to document performance problems and how to use the pertinent evaluation tool. Supervisors will have the opportunity to learn how to set clear performance expectations within the first three months of each new employee's probation.	Project was on hold until new AVP for HR was in place. Draft Supervisory Certificate Program is being developed. Supervisory Certificate Program courses will begin to be offered to select supervisors during 2009-2010.	In progress

Goal 4. Human Resources: To develop sound policies and procedures which promote a climate that values diversity and supports the professional growth and development of all employees.

Li	Objective	Expected Outcome	Results	Progress/Timeline
52	PeopleAdmin: Evaluate the feasibility of implementing an automated search and recruitment process at the university.	<p>Review existing software packages available to PASSHE schools to determine the value and functionality of implementation at Millersville.</p> <p>Work with Social Equity, IT, the Provost's office and other stakeholders to evaluate products and build support for funding and implementation.</p>	<p>Researched products to confirm People Admin is a cost effective and flexible system.</p> <p>Present demonstration to potential user groups at MU.</p> <p>Sent staff to product user conference in Texas to confirm product quality value and evaluate service and follow-up with other university based users.</p> <p>Coordinated purchasing through channels.</p>	Ongoing project leading toward pilot and then full implementation during 2009/2010 fiscal year.

Finance and Administration

2008-09 Annual Report

Human Resources

Expand Awareness of the Employee Wellness Program.

Line 49 Attachment

Event	Date	Attendance
Color Your Plate, Highmark	Summer 2008 e-mail campaign	38
Line Dance with Dr. Stratton "Chip" Schaeffer	7/1/2008	24
Fall Walk-Dimensions of Wellness	9/17/2008	87
10,000 steps, Highmark	Fall 2008 e-mail campaign	
Cooking Demonstration with Louis Logan	10/7/2008	51
Aging Parents with Dr. Carol Heintzelman	10/22/2008	35
Health Fair: SMC Fitness Ctr. Tour, Dance, Self-Defense, Job Safety, TaiChi, Health Screenings, Chair Massages	11/12/2008	75
Tis the Season, Highmark	Winter 2008 e-mail campaign	29
African Dance Demonstration	1/29/2009	35
Red Dress Luncheon	2/6/2009	101
Play Fair, Spring 2009 Fair	2/18/2009	22
Salsa Dance Demonstration with Dr. Ximena Catepillan	4/2/2009	36
National Walk @ Lunch Day - MU History Scavenger Hunt	4/29/2009	85
Skin Protection	5/19/2009	31
Supplements, Myth or Fact?	6/16/2009	37
Laughter Club	6/24/2009	20
		706