

**FINANCE AND ADMINISTRATION
ANNUAL REPORT**

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KEY HIGHLIGHTS

Instructions: Please list no more than 5 top 2020-21 divisional/unit highlights. What are those accomplishments from the past year that you are most interested in featuring in the State of the Ville, Annual Report, etc?

Facilities Management

The global COVID-19 pandemic and recent cyber-attack impacted many of our planned projects this past fiscal year. The secondary and tertiary impacts of the pandemic are still present today in forms of extremely long lead times for equipment and supplies, increased costs of common construction materials, and shortage of trades personnel. Even with these unprecedented issues, the following projects were completed.

- Completed the Brooks Hall feasibility study resulted in a sound conceptual floorplan for the future home of the Lombardo College of Business.
- Designed and constructed the Unity Plots highlighting the historical impacts of the Greek organizations and reflecting a shared connection among members of the organizations, students, alumni and the entire community. This new campus landmark became a reality through a tremendous outpouring of donor support.
- Created a multi-use instructional space for the Entertainment Technology program to include refurbishing the original 110+ year old basketball floor in Dutcher Hall.
- Continued a strong emphasis on improving the campus grounds resulting in numerous commendatory remarks from the campus community, visitors and prospective future Marauders.
- Renovated a classroom in Roddy Hall to house a new Scanning Electron Microscope.

Safety & Environmental Health

The survival of Millersville University in a pandemic emergency. The single most important highlight of this year is the protection of our campus community, and the viability of the university, during a pandemic.

This was accomplished by dedicated employees and their hard work, personal sacrifice, long working hours, teamwork, problem solving, and innovation.

Sustainability

- During the spring 2021 semester the Sustainability Committee met monthly. One key focus area was planning activities related to Earth Day during the month of April. The goal was to engage students with the local community and to promote the Sustainable Development Goals. Led by Drs. Kathy Schreiber and Justin Mando, a river clean-up was planned for Saturday, April 17. Students from Dr Schreiber and Dr. Mando's classes helped with promotion, awareness, and execution of the clean-up. Additionally, the Lower Susquehanna Riverkeeper Association provided day of assistance by providing clean-up supplies and hauling the debris away. After the clean-up, the Millersville University Art Club took some of the debris that was collected and created artwork titled "Fish Out of Water" to highlight both the clean-up efforts and the impact that trash has on aquatic wildlife. The artwork was on display for several weeks in the Lombardo Welcome Center. Both the clean-up and artwork were featured in the local news. In total over 60 volunteers, including 35 students, helped make this possible. Here is the link that was featured in LNP and Ville Daily. ['A lot of trash': Truckloads of rubbish removed from Conestoga River inspires Millersville art | Local News | lancasteronline.com](#)
- Millersville University was recognized for the sixth year in a row as a "Green College" from the Princeton Review. Additionally, Millersville University was one of 45 higher education institutions

in the United States, and the only PASSHE institution to be featured in the [Times Higher Education Impact rankings](#).

- The Lombardo Welcome Center was one of sixteen engineering projects from across the country to be featured as 2020 Grand Award finalists for the [American Council of Engineering Companies \(ACEC\) Engineering Excellence award, the Grand Conceptor](#) in their Category B: Building/Technology Systems.

University Police

The University Police was the only department that served the University community through the pandemic. University Police assisted every department on campus in one capacity or another while actively partnering and engaging with the student community.

Service during the pandemic included:

- All officers modified their shift assignments to reduce exposure while serving campus; University Police had no staff who contracted the COVID-19 virus.
- Officers completed an unprecedented number of unlocks for staff and students during the lockdown and reopening periods.
- Officers compassionately drove symptomatic students for offsite testing when the students had no transportation.
- With LiveSafe, University Police resourced a Health Screen Questionnaire for employee and student use when visiting campus.
- Assisted Housing with the phased closing of campus and ERT teams with phased limited to phased reopening of campus.
- Resourced NACSA an off-site non-emergency police dispatch line months early as the University closed the SMC and information desk.
- NACSA provided seamless 24/7 coverage for university police and facilities through the pandemic.
- University Police also resourced NACSA during the cyberattack as all phone lines other than the non-emergency police line were not working for students to contact both facilities and health services.

Highlights of community engagement and partnerships included:

- University Police initiated the first Student Citizen Police Academy on Millersville's campus partnering with the Center for Public Scholarship and Social Change to present and evaluate a program which sought to:
 - Interest students who are women and students of color in a career in law enforcement.
 - Increase student participants knowledge of law enforcement as well as their perception of policing.
 - Create mentoring opportunities with a diverse group of city, local and state law enforcement officers which intentionally included MU alum.
- The Student Citizen Police Academy was a great success!
 - 14 students participated in the 6-week academy held in the McIlwaine room, including 38.5% who were students of color.
 - There were also 38.5% of the students who were women, which greatly exceeds the 12.5% of women nationally who work as police officers.
 - Following the academy, six students presented a program evaluation assessing the academy, titled *Improving Diversity in Policing* with the Made in Millersville program.
 - Lead evaluator Elizabeth Rohrback and others also presented on the academy at the Annual Undergraduate Social Research Conference held at Elizabethtown College.
 - Student Rohrback was announced as the university's Newman Civic Fellow for 21 – 22.

- Chief Anders provided four letters of recommendations to students for graduate school, PA police academy acceptance and for part time positions with police departments. All applicants were accepted.
- University Police plan on hosting another student academy in Fall 2021.

Visual and Performing Arts

- 1) Virtual Programming / EMPOWERMENT & FOSTERING INNOVATION
 - a) OVPA continued uniquely educational cultural arts programming through virtual and live streaming modes. Live and pre-recorded shows were offered through our Family Fun Fest series free to the public, local schools and non-profits, including performances: *Corduroy*, *Sugar Skull*, *A Dia de los Muertos*, *Black Violin*, Manual Cinema's *Christmas Carol*, Pennsylvania Ballet II's *Moving Forward*, *Mountain Goat Mountain*, University of Wonder and Imagination, and *Child Nation* (funded through grants and donations). Both the Beethoven 250th Birthday Celebration and Club 42 Series continued via live stream and were also free to the viewing public. First Friday event *Into Light* focused on bringing awareness to the opioid crisis and destigmatizing those who have died from their addiction. Thirty-six pencil sketches of those lost to opioid use in Pennsylvania and their stories were featured in the exhibit, along with a panel discussion opened by Attorney General, Josh Shapiro. (TRANSFORM STUDENT EXPERIENCES / USE OF TECHNOLOGIES)
 - b) DEI / BIPOC initiatives were an integral part of OVPA programming. A Kid's Play on Racism was made available to over 118 local schools and non-profits in the Lancaster region. The webinar "Foundations of Building a Race Equity Plan" with featured speaker Michael Bobbit was hosted and garnered attendance of representatives from over 100+ Pennsylvania non-profit organizations, private businesses, and social service agencies. Under the South Central PArtners Program, funding was provided to Seed Project/Creative Communities to host a BIPOC artist speaker series. In the new Art to Heart Program, 20 diverse art workshops created and taught by local Lancaster County BIPOC artists have been recorded and available to students of all ages and the community at no cost. This month, the Ware Center is host to a Juneteenth celebration with Afrikan dance and drum group Imani, presented in conjunction with MU's Intercultural Center. (EMPOWERMENT / ENHANCE STUDENT WELLBEING / DEMONSTRATE OUR EPPIC VALUES IN THE COMMUNITY)
 - c) Sustainability programming – South Central PArtners projects included a large-scale community mural for Beaver Street Park and native pollinator gardens planted by students from the Fulton and Price elementary schools. Next week, the Ware Center is host to the International Deaf Refugee Conference, in conjunction with DeafCAN and the UN's High Commission on Refugees, which will bring deaf and hearing-impaired individuals from across the east coast together for panel discussions, networking, and entertainment (including a soccer game at MU's campus.) (NATIONAL LEADER IN SUSTAINABILITY/ENHANCE SENSE OF COMMUNITY)
- 2) Adaptive new initiatives and projects:
 - a) The creation of virtual video tours of the Regitz Gallery and lobby art exhibits – since the audiences could not come in to see the amazing artistry in our Regitz Gallery, OVPA produced a monthly "virtual tour" of the featured artist and artwork displayed to view on the Arts at MU website. In addition to the Into Light exhibit (mentioned above), the video art tours include Gerri McCritt's *Africanisms*, Kearasten Jordan's *Protection*, and the MU Art and Design Faculty and Graduate Art Student senior projects. (TRANSFORM STUDENT EXPERIENCES / ENHANCE STUDENT WELLBEING / USE OF TECHNOLOGIES)
 - b) Window Art – use of the Ware Center large front windows to display art by both MU students and the local community. Art from the Lancaster County School District's art classes, the mural entitled *Protection*, and the pencil drawings from *Into Light* were examples of art featured in the Ware Center windows.

- c) Virtual tour of the Ware Center - for individuals who might not be able to personally visit the Ware Center, OVPA has produced a video of the many rooms and multi-purpose uses of the building for those who might be interested in rentals and other third party uses. (USE OF TECHNOLOGIES / ENHANCE NEW REVENUES)
- 3) Renovations / UPGRADE CAMPUS FACILITIES
- a) Steinman Hall - A rebuilding and re-staining of the Steinman Hall stage, an upgrade to the audio equipment and improvements to the lighting and curtain system.
 - b) A Student Lounge created at the Ware Center for students to study, eat or relax before and in-between Ware Center classes. The addition of comfortable seating, tables and chairs, a re-charging station for phones and laptops, and a water bottle filler station were added to the third floor where the Student Kitchen and most of the classrooms are located. (ENHANCE STUDENT WELLBEING.)
- 4) Ware Center 10th Anniversary Video – Although OVPA could not host an event in celebration of the University's 10 years of Ware Center programming, the compilation video was released to the public at the start of the 10th year (Sept. 2020) and commemorated the unique and diverse place the Ware Center has in the hearts of Millersville students, alumnae, staff and in the community. (NATIONAL LEADER IN SUSTAINABILITY.)

STRATEGIC PLAN PROGRESS

Instructions: Please provide a list or narrative of accomplishments (Success section) as well as Next Steps for each Strategic Plan goal listed below. The goals are organized within the Strategic Plan's four strategic directions. Only those goals for which your division has been identified as a primary or secondary "contributor" by the Strategic Advisory Council are included (Table 1). For a full list of Strategic Plan goals and objectives, please consult the Strategic Plan [website](#).

COT/Cabinet priority ("Accelerate Implementation") goals are indicated by an asterisk.

Table 1 – Strategic Plan Goals, Primary and Secondary Contributors

Strategic Direction #	Goal	Primary Contributor	Secondary Contributor
Ensure Access, Affordability and Completion	1.1 Increase overall headcount to 8300 students	SAEM	Academic Affairs
	1.2 Decrease cost of attendance	Advancement	F&A
	1.3 Implement institutional strategies to enhance student success	Academic Affairs	SAEM
	1.4 Increase course success and 4-year graduation rates	SAEM	Academic Affairs
Transform Student Experiences and Foster Innovation	2.1 Provide innovative experiential learning opportunities	Academic Affairs	SAEM
	2.2 Prepare students to meet future workforce needs	Academic Affairs	CEGED, IT
	2.3 Enhance sense of community	ODSJ	SAEM
	2.4 Enhance student well-being	SAEM	F&A
Invest Strategically in People and Place	3.1 Recruit and retain top notch employees	F&A	All
	3.2 Enhance stewardship of current resources and new revenues	Advancement	F&A
	3.3 Streamline the use of technologies to support university operations	F&A	SAEM
	3.4 Upgrade campus facilities	F&A	SAEM
Communicate our Value	4.1 Assess and refine our University key messages	Advancement	SAEM
	4.2 Demonstrate our EPPIC values in the external community	CEGED	SAEM, AA
	4.3 Ensure the university remains a national leader in sustainability	OOP	F&A

ENSURE ACCESS, AFFORDABILITY AND COMPLETION

Decrease cost of attendance. * (Advancement, F&A)

Accounting & Budget

Success

Strategically lobbying for and facilitating the purchase of Villages from SSI on 06/24

- Allows for reduced costs to the student to live on campus.

Next Steps

Seamless transition, create life cycle replacement schedules to properly ensure that we have practical and usable furniture, building functionality (utilities, bandwidth, access to Wifi, etc.)

Financial Aid

Success

The Financial Aid Office utilized strategic funds to assist students who had exhausted all other means to cover their expenses. This enabled students to return for subsequent semesters or to graduate.

CARES Act funding was also distributed to students with exceptional need so they could cover the COVID related expenses impacting their enrollment or retention.

Next Steps

Identify students to assist early in the enrollment process so that they are fully aware of the costs and additional resources they'll need. Use RNL to better target funding to students most likely to enroll.

Visual and Performing Arts

Success

Cost saving measures such as paperless programs

TRANSFORM STUDENT EXPERIENCES AND FOSTER INNOVATION

Enhance student well-being. (SAEM, F&A)

Facilities Management

Success

The five Facilities Management Department key highlights directly enhances the students experience and provides more opportunities to expand the academic curriculum to meet the demands of today's work force.

Safety & Environmental Health

Success

Gail Fellows and Patrick Weidinger did much to transform student experiences, during this pandemic. They developed a safety system by which Millersville University was able to continue to allow some, limited, and focused student activities and events, (in a much modified and transformed fashion), to take place. All other PASSHE universities had few, if any, events, during the fall 2020 and spring 2021 year. The system Gail and Pat put together, though not perfect (and much maligned by some who saw this as usurping their authority and autonomy), enabled our students to continue to receive at least some semblance of a "normal" residential college experience, while also, maintaining a high degree of safety, for the students, employees, and members of the public. It needs to be restated that no other PASSHE university did this. Only Millersville.

The success of their efforts can be demonstrated by three key metrics.

- The university was able to hold hundreds of various events, celebrations, performances, and gatherings, too numerous to list.
- The overwhelming positive feedback the university received by those students, and outside groups, who were still able to hold some, modified, events and gatherings, was simply overwhelming. In a time where almost everything shut down, Millersville University remained not just open, but (in a modified way), under normal conditions.
- We were unable to document (trace) a single case of viral transmission back to any of these in person events.

What's more, the students learned important lessons and organizational and planning skills, working with Gail, to plan the events, and then host them. This was truly an example of using health and safety measures in a manner that supported the university mission and goals, while also allowing students to learn transformational skills (how to plan and hold an event during a pandemic of a highly contagious and potentially deadly virus).

Fostering Innovation:

- Creating Continuity of Operations Plans for all university departments and units.
- Researched numerous and often conflicting guidance documents and ever-changing government regulations, interpreted this information, and worked with others to implement.
- Created all manner of Covid health and safety mitigation measures and worked with everyone on campus to implement them and keep these safety measures in place.
- Created the university Covid Health and Safety plan that was required by both PA DOE, and PASSHE.

Assisting the Health Services-administered asymptomatic test clinic (the best in PASSHE – bar none).

Being an ongoing team member of the Incident Management Team and providing science updates, safety consulting, oversight, planning, and execution of Covid health and safety measures, contact tracing, data collection and analysis, etc.

Helping to procure scarce supplies and resources during the pandemic and in the midst of PASSHE revamping the entire procurement process.

Next Steps

Continue as needed for the fall 2021 semester.

Sustainability

Success

Objective B. The Office of Sustainability partnered with Civic and Community Engagement to hire two VISTA interns to manage the raised box gardens on-campus and raise awareness of food insecurity. The interns will grow fresh vegetables during the spring and summer (2021) and will give those vegetables to the Campus Cupboard and other local agencies as needed. This also ties in with Strategic Direction 4, objective B – Expand curricular and co-curricular experiences that support the Sustainable Development Goals

Next Steps

More collaborative opportunities like the VISTA interns should occur with The Office of Sustainability and other campus and community departments and agencies.

University Police

Success

Chief Anders has initiated a relationship with SecondChance/Blueprints, a local mental health organization, toward evening and weekend response to students in need from opiate addiction or mental health crisis which falls below a mental health commitment threshold. Chief Anders and area police chiefs have worked with a local organization for

a compassionate and timely social worker response during evening, night, and weekend hours when campus counselors and County offices are closed. Chief Anders will continue to work with university counseling, health services and housing toward on campus resources with student health. This initiative will supplement not compete with university resources.

Next Steps

Chief Anders to formalize relationship with SecondChance and Blueprints and train all officers on response options.

Visual and Performing Arts

Success

Virtual programming and our adaptive new initiatives

INVEST STRATEGICALLY IN PEOPLE AND PLACE

Recruit and retain top-notch employees. (F&A, All)

Accounting & Budget

Success

The upcoming hybrid/flex work plan that allows us to be cutting edge in terms of flexibility, work life balance and not requiring a hard 5 days per week in the office plan.

Facilities Management

Success

Successfully recruited and hired a diverse addition to the Facilities Management Department including supervisors, custodial workers, and various trade positions. Some internal candidates were the successful candidates and were able to further their careers with the department in higher level positions.

Next Steps

Facilities Management Department will continue to search diverse application pools for current and future vacant positions. Recruitment will be extended and/or canceled if the applicant pool not satisfactory.

Financial Aid

Success

The Financial Aid Office was able to hire 2 staff members to complete the counseling staff. One will handle student loans, the largest aid program we administer. The other will handle the Pell Grant, verification and special conditions applications.

Human Resources

Success

- HR recruitment staff participated in new faculty department chair orientation for AHSS.
- Updated applications on PeopleAdmin to eliminate potential discrimination from advertising-related questions.
- Successfully renegotiated PeopleAdmin contract to add Student Employment and Performance Management modules at no additional cost.
- Established new recruitment sourcing relationships with LinkedIn, Inside Higher Ed, and a variety of platforms which focus on diverse candidate sourcing.
- Led the Winter Wellness Wonderland initiative to engage faculty and staff during the winter months. Overall, employees university-wide contributed their time and effort to offer 58 days of programming (generally one hour per day).
- Two HR office staff (Diane Copenhaver and Lori Rodriguez) have been certified in Mental Health First Aid by the National Council for Mental Wellbeing.
- Added a requirement for search committees to have diversity representation.
- Andrea Hauri, Assistant Director of HR, represented Millersville University as a panelist at the So, You Want to Be an Ally? Defining and Unraveling the Complicated Logic Behind the Ally Culture forum with over 125 attendees (sponsored by the National Resource Center on Domestic Violence).

Next Steps

- Continue to expand candidate sourcing efforts such as engaging with agencies which serve refugee and other underrepresented populations.
- Develop and provide guidance for supervisors related to managing hybrid teams and remote workers.
- Do a needs assessment to determine training needs and interests of university employees.

University Police

Success

During the past year, University Police were one of four PASSHE institutions allowed to start patrol officers above a step one, at a step 4 pay on a 10 step pay scale. Chief Anders, VP Brown, and President Wubah advocated to the system to allow this change for retention of our top-notch community police officers.

Next Steps

University Police continue to work toward patrol officers achieving community police specialist standards with over 80 hours of community police training. University Police has been recognized regularly for their engagement and compassion with students and University's public mission.

**Enhance stewardship of current resources and new revenues.
*(Advancement, F&A)**

Sustainability

Success

The Positive Energy Fund awarded funding for eight new projects in May 2021. In total \$19,757 was awarded.

Next Steps

Now that there have been several iterations of the Positive Energy Fund awards, I would suggest reviewing PEF process and assess effectiveness in both spirit of the fund and dollar amounts awarded.

Visual and Performing Arts

Success

Virtual tour video to increase interest in third party uses and rentals.

Next Steps

Streamline the use of technologies to support University operations. (IT, F&A, SAEM)

Financial Aid

Success

The Financial Aid Office has retained the services of CampusLogic a financial aid service company to assist with electronic award letters, net price calculator, document collection and scholarship administration. This has enabled the office to provide the most comprehensive financial aid award letter of all the schools the company works with.

A call center service has been contracted to respond to incoming calls to the Financial Aid Office. This will free up the staff to complete processing earlier and quickly. It will also allow more time for the counselors to meet with students and families and to increase their financial literacy outreach.

Next Steps

Monitor and assess the impact the new award letters and call center have on workflow in the office. Once determined, make adjustments as needed.

Human Resources

Success

- Continuous improvements throughout the year of the PeopleAdmin Posting processes for search chairs.

- Established Go1 Platform as MU Online Professional Development Center portal. This addition improved the deployment of our required *Drug Free Schools and Campuses Notification* acknowledgement administration by improving user experience. In addition, it created a vehicle for MU to upload and deploy video and other learning resources.
- Payroll started using MS Booking to allow students to schedule appointments for in-person service during the pandemic (in lieu of walk-ins).
- Reconfigured the recently developed electronic Summer Contract process through OnBase to allow for the use of DocuSign.
- In conjunction with student videographer, developed and deployed the *Summer 2020 Return to Campus Welcome Message* video to educate our community on steps taken to prevent virus spread upon our return and the #MaskUpMarauders video.
- Began the process to move to electronic personnel files to further eliminate paper.

University Police

Success

University Police are upgrading CCTV to reduce servers across campus to one server in Boyer Building.

University Police have also started the summer 2021 transition of the police records management system to a new accredited program which has encrypted, state and federal compliant cloud-based storage rather than storage on a local server.

Next Steps

The purchase and implementation for both CCTV and RMS programs will be completed after contract review by system purchasing and legal; implementation expected completion during summer '21.

Visual and Performing Arts

Success

Virtual streaming programming, virtual art gallery tours, and the Ware Center virtual tour.

Upgrade campus facilities. (F&A, SAEM)

Facilities Management

Success

- Brooks Hall - Completed the Brooks Hall feasibility study resulting in a sound conceptual floorplan for the future home of the Lombardo College of Business. Obtained COT resolution and BOG approval to reprogram of Jefferson Hall project funds to this project. Held site visits and LEAN workshop with DGS in February 2021. Preliminary cost estimate and project phasing schedule completed. Completed the Program Development Statement (PDS) which identifies the project requirements and conditions of satisfaction. DGS will solicit for A&E selection in 6/2021 with selection of professional scheduled for 9/2021. Design scheduled to begin in 1/2022.
- Boyer Building Renovations for MUPD - Conducted site visit to Kutztown Police Station that was recently renovated for a similar sized operation. Prepared conceptual floorplan layout.

- Discussed options to best accommodate the relocation of MUPD and displaced IT staff and functions. Received professional proposals, processing the contract awards. Anticipate design to start summer 2021.
- Retail Solar Energy Strategy - Discussed an initiative to source 95% of our electricity via renewable energy sources, specifically solar energy. Working with PASSHE, DGS, Penn State Facilities Engineering Institute (PSFEI), WCU, SRU and possibly other universities on coordinating a joint contract like the Commonwealth's initiative to source 50% of their electricity. <https://www.governor.pa.gov/newsroom/gov-wolf-announces-largest-government-solar-energy-commitment-in-the-u-s/> Initiative is approved in concept and is a major step in attaining the University's carbon neutrality goal.
 - Unity Plots - Designed and constructed the Unity Plots highlighting the historical impacts of the Greek organizations and reflecting a shared connection among members of the organizations, students, alumni and the entire community. This new campus landmark became a reality through a tremendous outpouring of donor support.
 - Dutcher Hall Entertainment Technology Studio – Completed the renovation of the second floor to support the new Entertainment Technology multi-discipline program. Replaced overhead rigging. Corrected unforeseen structural deficiencies. Refurbished 110+ year old wood floor that was the original basketball floor when Dutcher Hall was the main gymnasium.
 - Campus Beautification – Continued a strong emphasis on improving the campus grounds resulting in numerous commendatory remarks from the campus community, visitors and prospective future Marauders. Planning a pilot project around McComsey Hall to create exterior student engagement areas where students could gather to study or just decompress during a hectic day.
 - Roddy Hall Scanning Electron Microscope – Converted a classroom to support the installation and operation of a scanning electron microscope. This device will enhance the educational experience for our STEM programs.
 - Bishop Service Garage Roof – Re-roof the entire building and replaced existing skylights significantly improving the ambient lighting for occupants.
 - Campus Facilities Master Plan (CFMP) – Several of the projects listed above align with CFMP concepts and recommendations. Implementation of these projects will build the future foundation and make Millersville a destination university.

Next Steps

In addition to continuing with the design and subsequent construction of the projects identified above, the following projects will move from the planning phase to the design and construction phase in fiscal year 2021-2022.

- Frederick St. House Demolitions – Forwarded complete demolition packages to DGS. DGS is schedule to contract the professional firm in July 2021. Design completion is scheduled for April 2022. Demolition scheduled for September-December 2022.
- Borough Street Vacation – Met with University counsel several times on the process. Drafting letters to private property owners and Lancaster Township Manager per Millersville Borough solicitor's request. Sending out Public Service Line Agreements (PSLAs) to utilities companies for their signature. Project intent is to transfer ownership of the following roadways to the University. (South George Street, Ann Street, High School Avenue (up to the Normal Avenue), East Frederick Street, and Creek Drive)
- Biemesderfer Stadium Project – Received donor gift to renovate stadium building. Will be soliciting a letter of interest to several professional firms. Targeting on campus presentations for summer 2021. Once the firm has been selected and contracts confirmed, the design effort will begin – targeting early fall to kick off the design phase.

Human Resources

Success

- Completed the HR Office Suite renovation, which included moving all payroll staff in the HR suite and increasing safety measures by having all HR and Payroll staff behind a locked door with a well-defined reception area and two exits from the HR suite into the 1st floor hallway of Dilworth. This will also increase communication efficiencies and opportunities to collaborate between HR and Payroll staff.

Next Steps

- Repurpose the former Payroll office into a division-wide conference room and dedicated training space.

Safety & Environmental Health

Success

Conducted a full evaluation of ongoing problems with campus fire alarms not being properly signaled and dispatched. Made recommendations for corrective action.

Next Steps

Implement corrective actions.

University Police

Success

University Police and Facilities Management are approved to repurpose space in Boyer Hall for a renovated police department designed to accredited standards. Police have met with facilities and IT staff toward determining department and shared space which will serve students and the community through our shared purpose toward community engagement, student success and safety.

Next Steps

Continue work with Facilities and communication with IT and other departments toward building design and project timeline for the 21/22 academic year.

Visual and Performing Arts

Success

Renovations to Steinman Hall and the creation of a Student Lounge at Ware Center

COMMUNICATE OUR VALUE

Ensure the University remains a national leader in sustainability. (OOP, F&A)

Sustainability

Success

- Millersville University was recognized for the sixth year in a row as a “Green College” from the Princeton Review. Additionally, Millersville University was one of 45 schools in the United States, and the only PASSHE institution to be featured in the Times Higher Education sustainability rankings.
- The Lombardo Welcome Center was one of sixteen engineering projects from across the country to be featured as 2020 Grand Award finalists for the American Council of Engineering Companies (ACEC) Engineering Excellence award, the Grand Conceptor in their Category B: Building/Technology Systems.
- Objective A: Green House Gas emissions decreased a total of 12% for the reporting year 2019-2020. Reporting year 2020-2021 should be completed during the fall 2021 semester.
- Objective B: During the spring 2021 semester the Sustainability Committee met monthly. One key focus area was planning activities related to Earth Day during the month of April. The goal was to engage students with the local community and to promote the Sustainable Development Goals. Led by Drs. Kathy Schreiber and Justin Mando, a river clean-up was planned for Saturday, April 17. Students from Dr Schreiber and Dr. Mando’s classes helped with promotion, awareness, and execution of the clean-up. Additionally, the Lower Susquehanna Riverkeeper Association provided day of assistance by providing clean-up supplies and hauling the debris away. After the clean-up, the Millersville University Art Club took some of the debris that was collected and created artwork titled “Fish Out of Water” to highlight both the clean-up efforts and the impact that trash has on aquatic wildlife. The artwork was on display for several weeks in the Lombardo Welcome Center. Both the clean-up and artwork were featured in the local news. In total over 60 volunteers, including 35 students, helped make this possible. Here is the link that was featured in LNP and Ville Daily. 'A lot of trash': Truckloads of rubbish removed from Conestoga River inspires Millersville art | Local News | lancasteronline.com

Visual and Performing Arts

Success

OVPA’s DEI and BIPOC programming initiatives, the community connections through South Central Partners, and the many partnerships, such as with DeafCAN (Deaf Refugee Festival) and Penn Medicine (*Into Light*), that positively strengthen the University’s relationships with Lancaster County and the community. Ware Center 10th Anniversary Video evidenced the importance of the building and its programming to the University and community.

ADDITIONAL HIGHLIGHTS

Instructions: Please list any additional notable highlights that do not pertain to a specific Strategic Plan goal.

Accounting & Budget

- We have persevered, proved ourselves agile, capable of handling whatever comes our way and incredibly resilient. I could not be prouder of my team and their commitment to Millersville and the work they do.
- We have faced COVID 19, a work from home in a week plan, retirements, medical leaves and a crippling cyber-attack. Each one of us comes back every day working to do the best we can, refusing to give up. That speaks volumes about the talent, the work ethic and the drive to do a great job. Not every division or department has that. We are very lucky.

Facilities Management

- Shenks Lane – West Frederick Street Intersection Project – Improve safety for pedestrians by installing rectangular rapid flashing beacons (RRFB) at the intersection to gain the attention of drivers when pedestrians are in the crosswalk. Additional signage and road striping will also be installed to create better visuals of the crossing.
- Building Automation System (BAS) Upgrade – Upgrade all BAS systems on campus to the latest version in compliance with IT Department's new cyber security guidelines. This process will update technology that is 10-15 years old.
- Fire Alarm System (FAS) Upgrade – Similar to the BAS systems project, the aging FAS will be upgraded to the latest version.

University Police

Success

(STRATEGIC PLAN PROGRESS: TRANSFORM STUDENT EXPERIENCES AND FOSTER INNOVATION) Provide innovative experiential learning opportunities. (Academic Affairs, SAEM):

University Police seeks to partner with academic departments to further student success related to the student police academy. Specifically, Chief Anders seeks to provide academic opportunity for students to attend the MPOETC police academies at Mansfield or IUP for academic credit in several academic majors which attract police candidates. To date, students and alum interested in police careers must attend a six-month academy at a cost of over \$6,000 after graduation, while other PASSHE and private institutions have determined pathways for students to attend the academy for 15 – 18 credits in undergraduate areas of study. This goal also ties into reducing student costs as students would not only reduce paying for the academy following graduation but also would be able to earn income as they would be immediately employable.

Next Steps:

Chief Anders will meet with department chairs, deans, and provost office to attain this goal for student success.

- University Police started an accreditation process with the PA Chiefs of Police with Lt. Art White and records management tech Steve Figueroa completing the accreditation management course. The accreditation process is expected to be completed in 2 – 3 years, the department has adopted accredited policies over the past two years.
- University Police hosted training for all police departments in Lancaster County through the PA State Police Heritage Center toward bias within policing. Over 15 percent of all police officers in the County were trained over two days, the training was capped due to pandemic limits.
- Chief Anders and two PA State Troopers met with PSSI students and staff for an open discussion regarding national police abuse and efforts for police agencies to better reflect the communities we serve. Three similar sessions are planned for summer 2021 based on the success of this program.

Procurement

- Ruth Sheetz, Procurement Manager participated in the Ariba SourcePoint workshops which began June 2020, to collaborate and develop the new procurement system platform which required countless hours over an eight-week time period. In August 2020, Ruth accepted the functional lead role for the contracting and sourcing modules. During this time, Ruth continued her Millersville procurement and construction responsibilities while adding this additional assignment which required a significant time commitment over five months. Beginning January 1, 2021, Ruth became the business lead for the contracting module. This assignment included assistance in developing training material, conducting training sessions over four weeks, providing hypercare support after the Ariba SourcePoint “go live” for two weeks, and attendance at numerous coordination meetings. Ruth continues to support the Ariba implementation.
- Despite the huge investment made by Millersville and Ruth Sheetz, we have decided to opt out of participation in the Eastern RPO and reconstruct our MU Procurement office.

Dining

- After an extensive review process and serious financial analysis, MU decided to remain an independent, self-operated dining campus.

CHALLENGES

Instructions: Please list up to five major challenges that affected your division/unit this past year, their impact and plans to address the challenges moving forward.

Accounting & Budget

- System Outage related to the cyber-attack.
 - Impact every facet of our operations from issuing checks, to lost excel files, decades of digital history.
 - Challenges going forward include:
 - Technology working efficiently on campus.
 - Rebuilding lost files/information.
 - Audit requests where back up documentation may no longer exist.
 - Lack of understanding by administration on the impact of the loss.
 - Morale, overwhelming/daunting tasks of rebuild, audit trepidation.
- Retirement incentives have impacted staffing and institutional knowledge lost...takes time to gain that back.
- SOURCEPOINT/ARIBA implementation has been a disaster.
 - Training that was ineffective because it could not clearly show the processes from beginning to end,
 - Was done too fast with not enough understanding by those in PASSHE of what really happens at the universities.

Facilities Management

- Several key long-term employees took advantage of the enhanced sick leave program taking with them decades of knowledge and experience. A couple of positions were backfilled. New employees offer new ideas and fresh perspectives, but it is hard to replace the knowledge and skill level of an individual performing the work over the past two decades or longer. Other positions remain vacant creating a gap in services for the department.
- Two of the major projects – Brooks Hall Renovation and East Frederick Street House Demolitions – are capital projects which are managed by DGS. The execution of DGS projects is not as timely as projects managed with in house staff due to the numerous processes/reviews in the DGS process. Additionally, our influence on the project is limited compared to self-managed projects. Although DGS is streamlining their processes and have embraced LEAN concepts on some projects, other DGS processes are mandated by the procurement and other acts.
- Although the transition to Source Point and Ariba has some benefits, the implementation of these new systems was poorly executed. Vendor are having a lot of issues becoming registered in the new system. Support is lacking. It also takes a lot of time for businesses to register themselves. The timing of the transition – a couple of months before year end was a bad decision.

University Police

- University Police have had significant assistance in meeting the past and current challenges with officer retention and police department structure. Chief Anders and deputy chief Bauman have empowered supervisors and community police officers to engage in the process of professional development and community engagement as well as the design of the expected police station in Boyer Hall.
- University Police realize a challenge with policing communities in general toward community trust particularly with the underserved and underrepresented communities. University Police

are proactive toward continuing the community policing engaged officer emphasis as aligned with the 21st Century Report on Policing as well as seek to be leaders in our region and nationally by example of how to build legitimacy and trust with a diverse campus community.

Visual and Performing Arts

- The everchanging landscape of COVID restrictions and mandatory protocol which greatly impacted the presenting of concerts, performances and large conferences where “in-person” interaction was at the heart of the events.
- The cyber-attack three month+ disconnect of OVPA resources at the Ware Center, which prevented building use and in-house work operations.
- Installation of the new Source Point procurement system and a Regional Procurement Office in the midst of the above two challenges, which system is not designed for artist and performance contracts, treating artists and performers as “vendors.” OVPA still continues to experience a challenge with working in the context of the entertainment industry as having to equate a singer, dancer or musical group as “vendors.”
- Continuing to try to maintain a “team” atmosphere in the COVID environment without the ability to operate as a team – separated by physical distance and by the inability to share documents from the M-drive. Working relations became disjointed and strained.

Procurement

- Additional staff resources or new partnership will be needed to support independent procurement operations

Dining

- Shortage of food service workers could present operating problems in Fall 2021. A student labor workforce of 175 – 200 ready to work at the start of the Fall Semester is uncertain as of the beginning of June. Approval pending to increase starting rate from \$9.00/hr. to 11.00/hr.