

Administration & Planning Strategies and Initiatives

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Introduction

Administration and Planning (A&P) includes several units that create and support an environment that enables the university mission. A&P was established in March 2009, initially with responsibilities for Facilities Operations and Development (FOD), master planning, space planning, and real estate as well as several conference and event centers including the Schottenstein Center, the Blackwell Inn and Conference Center, the Fawcett Center, and the Drake Center. Additional areas became part of the A&P team in the fall of 2009; these included the Battelle-OSU Collaboration and the Departments of Transportation and Parking, UniPrint, and Trademark and Licensing. Finally, in January 2010, the Department of Public Safety joined A&P and organizational changes created dual reporting relationships for all facilities leaders across campus to the Senior Vice President for A&P.

The last several months have been spent developing an understanding of the business units, their challenges and opportunities. We set out to identify opportunities where collaborative approaches might lead to better, more efficient and cost-effective provision of services.

This document reflects overall strategies and initiatives across A&P. Though the document was drafted by the administrative team, it pulls from both collaborative initiatives and some unit-specific initiatives as they are currently defined. We will continue to refine our initiatives, metrics, and scorecards but expect that the initiatives provided in this document will remain priorities over the next 12-24 months.

Context

Mission/Vision/Values

To help create a university environment that enables knowledge advancement, we organize our work around five pillars in addition to the university's six strategic goals. We are committed to the following pillars:

- **People** –ensuring our employees enjoy their work and are supported as they strive to provide the best service and to continue to improve
- **Service** –providing timely, efficient, cost-effective services that exceed our customers' expectations
- **Quality** –providing high-quality environments and experiences
- **Efficiency** – identifying opportunities to reduce bureaucracy and streamline our work and services
- **Financial Performance** – achieving financial success in both our general funds and earnings units

Environmental Assessment

Internally, the institution has been challenged to overcome a history of siloed approaches and negative perceptions of certain units. Other general challenges for A&P include limited operating and capital resources, deferred maintenance issues and new standards for sustainability (living with them and addressing them), and a tendency to rely on “the way we’ve always done things.” We must constantly push ourselves to break out of our routines and find new ways of working and leveraging our human and financial resources. We must identify and implement entrepreneurial opportunities and creative internal and external partnerships. We are also working to define new and better ways to coordinate and measure results, which is a new way of thinking for many. Our strengths include the diversity of our units and leadership perspectives and experiences that can be leveraged to tackle many of these challenges.

A&P units are impacted and challenged by the current economic conditions, including lower demand for events and services, increased competition in several

markets etc. We are also challenged to manage expectations and improve communications with university and community customers. In some areas we will shift our culture to move with greater speed and flexibility that allows us to better meet customers' needs; if we are unable to adjust, we risk areas reverting back to their historical practices of creating their own teams, duplicating services, and/or seeking services outside the university that better meet their needs.

When A&P was first formed, we conducted an organizational re-design analysis which focused on efficient, "One University" services provided by facilities-related areas. We have been working to identify ways to help facilities, construction, planning, maintenance and real estate provide outstanding services as efficiently as possible by focusing on processes/procedures, and staff deployment. We are also making modifications to achieve more streamlined service delivery with less bureaucracy and greater focus on the customer's needs in a "One University" context. A number of initiatives have been identified and begun to be implemented.

Several A&P team members have also been key players in the Framework process and the shift to integrated planning that is driven by our academic/strategic goals and program needs. Our work in developing the Framework plan has created some renewed sense of enthusiasm, yet we must also manage expectations given the limited capital resources and long-term nature of the plan.

Given this context, we have particularly focused on opportunities to advance the university's goals related to forging One University and establishing operational and financial soundness and simplicity.

OUTLINE of A&P Strategies and Initiatives

One University

Develop, sustain and implement the One Ohio State Framework. (1.3 and 1.3.1)

Initiatives (1.3.1.1):

- a. Hire and onboard AVP Physical Planning and establish high level physical planning function to support the strategic plan (1.2.1)*
- b. If approved, begin implementation of River Corridor/Cannon Drive project*
- c. Implement projects that enhance the pedestrian experience including comprehensive wayfinding plan*

Students First

Provide an environment that is recognized as being safe, clean, comfortable, technologically advanced, and conducive to learning. (2.3.3; 3.1.1, 3.3)

Initiatives (2.3.3; 3.1.1; 6.2.1.2)

- a. Implement a joint custodial inspections program between FOD and Student Life in a manner that reduces costs and improves objective assessment*
- b. Conduct a university-wide review of campus security systems and alarms and provide recommendations to reduce costs and identify staff reduction opportunities*
- c. Define a plan to upgrade Public Safety communications systems*

Faculty and Staff Talent and Culture

Further develop an employee environment that recognizes contributions and enhances employee satisfaction. (3.3.1)

Initiatives

- a. Develop a comprehensive performance evaluation and reward system by implementing best practices across Administration and Planning (3.3.1)*
- b. Implement bus drivers and facilities employees' appreciation weeks (3.3.1.2)*

Research Prominence

Strengthen the ties between OSU and Battelle (4.2.1)

Initiatives (4.2.1.1)

- a. Focus on science and technology innovation across the medical school, sciences and public policy*

Outreach and collaboration

Improve the quality of life throughout the university community by facilitating the revitalization of the neighborhoods in the University District. (5.3.2)

Initiatives

- a. *Define plans for potential development at 15th Ave and High Street to support university residence life (5.3.2.2)*

Operating and Financial Soundness and Simplicity

Maximize the ability of our revenue-generating units to provide additional financial support to university mission and strengthen the brand recognition and perception of Ohio State (6.1.3)

Initiatives

- a. *Leverage partnerships between Athletics, Trademark and Licensing, and Business Advancement to identify new revenue streams (6.1.3.2)*

Create outstanding, efficient, and cost effective facilities, construction management, transportation and printing services. (6.2.1)

Initiatives

- a. *Review and revise construction project delivery team and processes to provide cost effective, outstanding implementation of construction projects (1.2.1; 6.2.1.2)*
- b. *Explore opportunities to standardize and achieve cost savings related to elevators, generators, vehicle maintenance, and joint-purchasing of custodial supplies (6.2.1.2)*

Help the university increase environmentally-conscious and sustainable practices (6.2.2)

Initiatives

- a. *Complete sustainability and energy and infrastructure plans in collaboration with President's Council on Sustainability (6.2.2.1)*

1. One University - We will adopt a ‘One University’ perspective in all decision making to create a culture where everyone is driven by a shared common vision and supports trans-institutional execution.

1.3 University Objective: Integrate strategic, financial, and physical planning to ensure a campus environment that enables the university’s mission

1.3.A Administration & Planning strategy: Develop, sustain and implement the One Ohio State Framework.

Primary University strategy cross-reference: 1.3.1

Secondary University cross reference: 1.1.1, 1.2.1

Strategy Description

The Framework establishes a common long-term vision for the physical environment and includes a series of planning tools to help enable the integration of academic/strategic, physical, and financial planning. Based on a set of planning principles and major trans-institutional physical ideas, the Framework is also flexible to allow for scenario development and prioritization of dynamic programmatic needs. Sustaining the Framework will require a shift in culture to more integrated, strategic, and proactive planning and investment in the physical environment.

1.3.A.1 Administration & Planning Initiative: Hire and onboard AVP of Physical Planning and establish high level physical planning function to support the strategic plan

Primary University cross reference: 1.2.1

Secondary University cross-reference: 3.1.1

Initiative Description

Ideas lead to programs lead to physical/space requirements. A new senior leader will ensure the Framework is kept current and will play a critical role in integrated planning. The new structure will elevate the role of planning for the physical environment beyond its current position within FOD.

- **Metrics** – # candidates interviewed, survey results from interviews
- **Milestones** – job offer, start date, onboarding 6 mo and 1 year checks
- **Resources** – \$150,000 allocated mid FY10; pending FY11 budget request for continued funding; redirection of \$1.3m in current funding and staff; staff time to interview and onboard

Description of support outside primary objective

Hiring the AVP supports the University strategy to “recruit, develop, and retain the best faculty and staff and promote their external recognition.” We are recruiting and have interest from highly-qualified candidates across the nation. The new AVP will also serve an important role in mentoring other rising stars in the organization and enabling culture transformation.

1.3.A.2 Administration & Planning Initiative: If endorsed by the Board and senior leadership, begin implementation of River Corridor/Cannon Drive transformation

Primary University cross reference: 1.3.1.1

Initiative Description

This transformation is an emerging from the Framework as a priority, One University project. Much like the Oval did 100 years ago this initiative will help transform an open space for learning, research, and recreation. Investing in this corridor will also improve Ohio State’s link in the regional open space system.

- **Metrics** – # of campus experts engaged in conceptual design processes; funding achieved for first design phase; external funding identified
- **Milestones** – completion of conceptual design; others TBD
- **Resources** – project manager TBD; funding for next steps TBD

1.3.A.3 Administration & Planning Initiative: Implement projects that enhance the pedestrian experience including a comprehensive wayfinding plan

Primary University cross reference: 1.3.1.1

Initiative Description

Capital projects already funded such as utility and street work in the academic core will be informed by the Framework vision for a more pedestrian-friendly campus. Next steps will be identified to implement a more comprehensive wayfinding plan.

- **Metrics** – \$ spent on key infrastructure projects (ex. 17th Ave project); # of complaints about pedestrian issues/safety; # building identification signs replaced/removed; \$ allocated for other wayfinding and open space projects
- **Milestones** – begin construction on streets in academic core; complete next steps for wayfinding by end of May 2010 including definition of additional milestones
- **Resources** – 2010 and 2012 capital funds allocated for “safety, access wayfinding, reserves” up to \$10M; options for internal work/staff time on wayfinding under review

2. Students First – We will place students first with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

2.3 University Objective: Provide an exceptional undergraduate, graduate, and professional student experience and graduate students positioned for success as professionals and citizens

2.3.A Administration & Planning strategy: Provide an environment that is recognized as being safe, clean, comfortable, technologically advanced, and conducive to learning.

Primary University strategy cross-reference: 2.3.3

Secondary University cross-reference: 3.1.1, 3.3

Strategy Description

This strategy applies to our facilities and public safety teams with responsibilities for ensuring basic environmental needs and expectations are satisfied.

2.3.A.1 Administration & Planning Initiative: Implement a joint custodial inspections program between FOD and Student Life in a manner that reduces costs and improves objective assessment.

Primary University cross reference: 2.3.3

Secondary University cross-reference: 3.1.1, 6.2.1.2

Initiative Description

FOD and Student Life employees will inspect 12 of each other's buildings three times a year. These inspections will give our staff additional benchmarks in assessing our facilities and provide a chance to develop and share best practices between the two units.

- **Metrics** – # of buildings inspected, monthly operations scorecard
- **Milestones** – Inspections begin first week of May 2010. Others to follow in Oct 2010 and Feb 2011. Pilot program to be reviewed in May 2011.
- **Resources** – employee time in conducting inspections and integrating scorecards into existing metrics.

Description of support outside primary objective

Learning environments that meet and exceed faculty and staff expectations can contribute to recruitment, high-performance and retention. Sharing best practices may also result in some cost savings.

2.3.A.2 Administration & Planning Initiative: Conduct a university-wide review of the current state of campus security systems and alarms, and provide recommendations to reduce costs and identify staff reduction opportunities.

Primary University cross reference: 2.3.3, 6.2.1.2

Secondary University cross-reference: 3.1.1

Initiative Description:

Students, faculty and staff need a safe learning environment in which to excel. The current state will be reviewed; emerging/future needs assessed, and recommendations made including components of centralization. Conducting this review will prevent an ad hoc and wasteful patchwork system of security and cameras on campus. A centralized monitoring location will increase response times, lower costs, and create a more secure campus.

- **Metrics** – \$ saved on aggregate purchasing of equipment, # of separate security systems decreased, # of staff needed when camera system is implemented
- **Milestones** – complete campus-wide review by November 2010. Implement approved monitoring plan within one year.
- **Resources** – under review

Description of support outside primary objective

Safe learning and working environments can contribute to recruitment, high-performance and retention.

2.3.A.3 Administration & Planning Initiative: Define a plan to upgrade Public Safety communications systems

Primary University cross reference: 2.3.3, 3.1.1

Initiative Description: Public Safety's radio communications system is nearing the end of its useful life and federal requirements around rebanding and conversion to digital require investment in a new system.

- **Metrics** – \$ for radios and infrastructure; # new radios purchased
- **Milestones** – funding secured during FY11 planning processes
- **Resources** – under review; previous estimate ~\$15M

3. Faculty and Staff Talent and Culture – We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.

3.3 University Objective: Instill high performance culture

3.3.A Administration & Planning strategy: Further develop an employee environment that recognizes contributions and enhances employee satisfaction.

Primary University strategy cross-reference: 3.3.1

Strategy Description

The units within Administration and Planning exist to provide high-quality services to the greater university community. In order to do this effectively, our employees must feel as though they are valued and take pride in jobs well-done while meeting high performance standards.

3.3.A.1 Administration & Planning Initiative: Develop a comprehensive performance evaluation and reward system by implementing best practices across Administration and Planning

Primary University cross reference: 3.3.1

Initiative Description

Providing a comprehensive evaluation to each employee while setting clear goals and expectations will increase the effectiveness of our staff. By ensuring employees receive positive feedback, coaching, and professional development opportunities, we hope to increase employee satisfaction and retention.

- **Metrics** – % of employees receiving an evaluation for the FY09-10 rating period. Conducting best practices survey.
- **Milestones** – Finish best practice survey by May 2010. Implement comprehensive review and reward system by FY11
- **Resources** – Administrative time in conducting survey, compiling data, and create comprehensive review system

3.3.A.2 Administration & Planning Initiative: Implement bus drivers and facilities employees' appreciation weeks

Primary University cross reference: 3.3.1.2

Initiative Description

Our facilities and maintenance staff across the university are some of our hardest working, yet least recognized employees. This new program will ensure all

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members of the university community have opportunities to show their appreciation to their facilities and maintenance colleagues.

- **Metrics** – Number of facilities units involved, number of events held, attendees at events
- **Milestones** – Summer 2010
- **Resources** - \$ for events, other under review

Goals, Objectives, Strategies, Initiatives

4. Research Prominence– We will achieve world class research prominence by supporting innovative, cutting edge, within and cross discipline research that will be the basis for achieving excellence in all that we do.

4.2 University Objective: Foster external research partnerships

4.2.A Administration & Planning strategy: Strengthen the ties between Ohio State and Battelle

Primary University strategy cross-reference: 4.2.1

Strategy Description

The vice president for the Battelle/Ohio State collaboration working with various levels of academic and university leaders will identify opportunities and facilitate interactions between the two organizations.

4.2.A.1 Administration & Planning Initiative: Focus on science and technology innovation across the medical school, sciences, and public policy.

Primary University cross reference: 4.2.1.1

Initiative Description

Specifics TBD

Goals, Objectives, Strategies, Initiatives

5. Outreach and Collaboration – We will increase outreach and collaboration through public and public-private partnerships that will enhance our impact on the quality of life for citizens in the state, country and world.

5.3 University Objective: Align outreach and engagement activities with non-academic needs

5.3.A Administration & Planning strategy: Improve the quality of life throughout the university community by facilitating the revitalization of the neighborhoods in the University District.

Primary University strategy cross-reference: 5.3.2

Strategy Description

Campus Partners will work with the university and local partners to facilitate revitalization. Guided by their business plan, Campus Partners will facilitate community development, continue oversight of South Campus Gateway, and assemble land and invest in real estate for potential future development.

5.3.A.1 Administration & Planning Initiative: Define plans for potential development at 15th Ave and High Street to support university residence life.

Primary University cross reference: 5.3.2.2

Secondary University cross reference: 1.2.2

Initiative Description

Campus Partners will continue assemblage and develop plans and partnerships needed to develop housing at this location.

- **Metrics** – land assembled; program space and number of beds
- **Milestones** – begin design
- **Resources** – previously-allocated capital

Goals, Objectives, Strategies, Initiatives

6. Operational and Financial Soundness and Simplicity – We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.

6.1 University Objective: Enhance and diversify our revenue sources

6.1.A Administration & Planning strategy: Maximize the ability of our revenue-generating units to provide additional financial support to university mission and strengthen the brand recognition and perception of Ohio State.

Primary University strategy cross-reference: 6.1.3

Strategy Description

Many people’s exposure to Ohio State is through our earnings units. We need to ensure these business entities are meeting the needs of internal and external constituencies while increasing their respective market shares. By fostering natural synergies, A&P can strengthen the financial viability of these units and their ability to support the university.

6.1.A.1 Administration & Planning Initiative: Leverage partnerships between Athletics, Trademark and Licensing, and Business Advancement to identify new revenue streams

Primary University cross reference: 6.1.3.2

Initiative Description

With the reorganization that created A&P, complementary units that once had little contact with each other now have an opportunity to collaborate on a much greater scale. By integrating merchandizing promotions and rewarding dedicated fans into our gameday experiences, we hope to increase revenues.

- **Metrics** –royalty revenue, athletic-related sales, new revenue streams
- **Milestones** – rewards program in place by football season, ongoing evaluation of other opportunities
- **Resources** – administrative time creating and implementing program

6.2 University Objective: Improve our operating efficiency

6.2.A Administration & Planning strategy: Create outstanding, efficient, and cost effective facilities, construction management, transportation and printing services.

Primary University strategy cross-reference: 6.2.1

Secondary University cross reference: 1.2.1

Strategy Description

Given the direct and joint-reporting relationships within A&P, we are uniquely situated to create efficiencies and maximize the value of the services we provide to the rest of the University. We are looking to decrease costs and foster collaboration between complementary service providers.

6.2.A.1 Administration & Planning Initiative: Review and revise construction project delivery team structures and processes to provide cost effective, outstanding implementation of construction projects

Primary University cross reference: 6.2.1.2

Secondary University cross reference: 1.2.1

Initiative Description

Most of the project delivery staff reside within Facilities Operations and Development; some auxiliary units have staff with similar job responsibilities. This initiative will pilot restructuring the project management team that delivers projects for Student Life in attempt to reduce duplication and increase efficiencies in project delivery. Other process changes in contracting and project delivery are also under review.

- **Metrics** – staff assessment of pilot, projects completed on time on budget, satisfaction of business unit with new model, days to contract completion
- **Milestones** – project delivery model in place spring 2010; follow-up after 1 year
- **Resources** – management time to work through challenges of restructuring

6.2.A.2 Administration & Planning Initiative: Explore opportunities to standardize and achieve cost savings related to elevators, generators, vehicle maintenance, and joint-purchasing of supplies.

Primary University cross reference: 6.2.1.2

Initiative Description

Currently, four facilities units across campus make independent purchases of goods and services. By aggregating these purchases in targeted areas (janitorial supplies, trash removal, and elevator maintenance/service), we hope to drive down costs and increase customer satisfaction

- **Metrics** – \$ saved on supplies and services ordered, # of potential suppliers

decreased

- **Milestones** – Complete review of needs of different units by summer 2010 implementation pilot purchasing program by fall 2011, conduct review of program after 12 months
- **Resources** – administrative time on researching needs and implementing project. \$ spent on supplies

6.2.B Administration & Planning strategy: Help the university increase environmentally-conscious and sustainable practices

Primary University strategy cross-reference: 6.2.2

Strategy Description

In addition to ongoing support through FOD's Energy Services and Sustainability unit, a number of the units in Administration & Planning are uniquely positioned to champion and contribute to broader sustainability efforts across campus whether they are related to the physical environment, culture, transportation patterns, printing, or economic development.

6.2.B.1 Administration & Planning Initiative: Complete sustainability and energy and infrastructure plans in collaboration with President's Council on Sustainability

Primary University cross reference: 6.2.2.1

Initiative Description

FOD leaders and others are helping coordinate efforts to refine the university's sustainability goals and better understand options for energy and infrastructure investments and corresponding operational savings.

- **Metrics** –plans completed and priorities identified
- **Milestones** – complete consultant contracts fall 2010
- **Resources** –planning consultants already funded; next investments and/or funding models, for example a potential revolving loan fund, TBD