Office of the Senior Vice President for Finance and Operations

Self-Study
Fall, 2018
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Introduction

To protect, uphold, and enhance its quality and to assure that units effectively support overall institutional aspirations, the University of Iowa regularly conducts reviews of its programs and services. In the case of the major university administrators, these reviews are conducted by an ad hoc committee of faculty representatives, and typically they cover both the office and its incumbent. These reviews have proven to be invaluable tools for assessment and improvement.

Mission and Overview of Finance and Operations

The Office of the Senior Vice President for Finance and Operations (hereinafter referred to as Finance and Operations or F&O) is a multifaceted organization providing core operational services to the institution in the areas of business services, finance, facilities and public safety. These services are essential for the University of Iowa to pursue and maintain its mission of teaching, research, and public service. F&O has over 1,100 employees committed to serving the University community in a wide variety of ways. F&O maintains business continuity throughout the institution through best practice operations performed at levels of staff and process efficiencies that consistently exceed performance at peer institutions.

Organization of Finance and Operations

Purpose:

The wide-ranging responsibilities associated with Finance & Operations primarily address the non-academic and operational services that enable daily business to be conducted at the University of Iowa. A combination of profession/scientific employees and merit staff cover operational, administrative, strategic and stewardship needs of the campus on a 24-hour, 365-days a year basis.

Description of Units and Services:

Senior Vice President, Finance & Operations (and University Architect):
Provides oversight and representation of a majority of the non-academic, operational departments supporting the University and its missions. In addition to reporting directly to the UI President, the Senior VP serves on the President’s Cabinet and provides advice and input to the President. Departments for which the Senior Vice President is responsible:

- CFO/Treasurer
  - Controller’s Office
  - Treasury Operations
• Financial Management and Budget
  o Budget Management
  o F&O Human Resources
  o Operations Manual and Records Management
  o Flood Recovery
• Business Manager
  o Campus Master Planning
  o Space Planning
  o Real Estate/Lease Management
  o Contracts
  o Community (elected officials and staff) engagement
  o Capital Business Coordination (BOR)
• Business Services
  o Purchasing
  o Parking & Transportation
  o Risk Management
  o Shared Services
  o Accounts Payable/Travel
  o Central Receiving/Printing/Mailing/Surplus
  o Finance and Business Information Services
  o Laundry
• Public Safety
  o Police
  o Fire
  o Emergency Management
• Facilities Management
  o Design & Construction
  o Building and Landscape (Maintenance) Service
  o Utilities & Energy Management
• Information Technology Services (shared reporting line with the Provost)

In addition to the roles described above, Rod Lehnertz also maintains the role of University Architect. He has held this responsibility for more than 10 years and represents the UI on the national level for matters related to campus planning and architecture, including serving as the UI representative to the Association of University Architects (AUA). Founded in 1956, the AUA is composed of the highest-ranking institutional official responsible for the planning of the campus. The University of Iowa was one of six founding member universities, and its original member, George Horner, is considered to have been the first University Architect in the country beginning in 1930.

Budget:  
  GEF = $305,000  Other = $323,000  Total = $628,000
Staffing:  2 FTE
The Finance and Operations organizational chart and associated, detailed unit descriptions and data are listed below.

**University Chief Financial Officer and Treasurer:**
Provides a wide range of core business services to the university community, including UIHC, in the areas of accounting, banking and cash management, billing and loan collections, bond indebtedness, research post-award administration, investment and oversight of the University's operating funds and endowments, internal and external reporting, training, financial system oversight, policies and procedures, financial planning and analysis, strategic planning and analysis.

Budget:  
GEF = $132,000  
Non-GEF = $302,000  
Total = $434,000

Staffing:  
1 FTE

**Controller’s Office:**
The Controller’s office, reporting to the CFO & Treasurer, is comprised of departments that provide a wide range of business, accounting and reporting services on behalf of, and for, the university community. These services are essential for the University of Iowa to pursue its mission of teaching, research, and public service. The department is committed to providing the highest quality business, accounting, tax and financial reporting that fosters integrity and accountability while maximizing efficiency, accuracy, and productivity. This is accomplished by giving guidance in accounting, financial reporting, tax compliance, and grant financial administration.

Departments include:
- Accounting & Financial Reporting
- Capital Assets Management
- Tax Office
- Capital Projects
- Financial Analysis
- Grant Accounting

Budget:  
GEF = $4,555,685  
Non-GEF = $365,073  
Total = $4,920,758

Staffing:  
51 FTE (48 P&S, 3 Merit)

**Treasury Operations:**
Provides and maintains high quality services to the University in the areas of treasury services, billing and loan collections, and ID card programs. Treasury services include banking, cash management, bond indebtedness, investment and oversight of the University's operating funds and endowments. University billing and loan collections include billing of tuition and University
services to students, faculty/staff and general public, managing internal and external collection efforts, administering the use of financial aid and repayment of federal and institutional student loans. ID card programs provide identity verification and door/system access to students and faculty/staff at the UIHC and UI campus. The Treasury mission is to provide services that are comparable to those of the top 10 research universities in the United States.

Budget: GEF = $600,000 Other = $2,300,000 Total = $2,900,000
Staffing: 26 FTE

**Financial Management and Budget:**
Plans, develops and implements the university's annual operating budget. This core unit coordinates the preparation of the State budget request, assesses the availability of resources to implement university-wide initiatives and provides primary support and analysis to university leadership in fiscal and budgetary policy development, monitoring and reporting. Financial Management and Budget (FMB) also directs the Human Resources function for the Finance and Operations division; oversees and maintains the University of Iowa Operations Manual and Records Management Policy and Program; and provides administrative support to the SVPF&O. Additional responsibilities over the last ten years have included flood recovery financial and administrative support, an effort that continues as FEMA finalizes its obligations and the University responds to required internal/external audit activity.

Budget Office/OSVP F&O
Budget: GEF = $522,000 Other = $134,000 Total = $656,000
Staffing: 4.3 FTE

F&O Human Resources
Budget: GEF = $816,000 Other = $251,000 Total = $1,067,000
Staffing: 10.2 Staff FTE 1 Student FTE

Flood Recovery
Budget: FEMA/GEF = $184,000
Staffing: 2.0 FTE

**Business Manager/Campus Planning:**
Provides and maintains quality services for contracting, real estate acquisitions and development, and leases across the University enterprise, including UIHC and the UI Research Park. The Business Manager also operates the University’s on-campus rental housing, coordinates with local city and county officials on town/gown relations, and coordinates all capital business matters for the University, in accordance with Board of Regents, State of Iowa procedures and guidelines. In coordination with the Senior Vice President’s role as University Architect, the campus master planning and development function have recently been reassigned within the purview of the Business Manager. This work includes short- and long-
term campus master planning, unit physical planning with colleges and VP units, space planning, and coordination of major capital project pre-planning, programming and review. The unit operates very efficiently and has added services while cutting staff due to recent state budget cuts. One peer comparison make this obvious - while certainly scaled differently than Big 10 peer Ohio State University, the same set of institutional services are provided for OSU with a department of nearly 50 professionals.

Budget: \( \text{GEF} = $651,147 \quad \text{Other} = $50,764 \quad \text{Total} = $701,911 \)
Staffing: \( 5.5 \text{ FTE} \)

**Business Services:**
Provides timely, accurate, high-quality services to help the University of Iowa achieve its core operational and business-related objectives. Units operating within Business Services include: Accounts Payable, Central Receiving, Laundry Services, Finance and Business Information Services, General Stores, Printing and Mailing Services, Parking and Transportation, Purchasing, Risk Management, Surplus, Travel, and the recently established University Shared Services, providing new and important advancements in efficiency and effectiveness for departments throughout the institution. While each of these diverse and important services strive for ongoing improvements in efficiency and performance, a few notable highlights include:

- UI Purchasing has received the national peer *Achievement of Excellence in Procurement for each of the years from 2014-2018*. Annually, Purchasing processes over $920 million in purchase orders; 5,000 contracts; 200 competitive bids and $54 million in savings through volume-based contracts and vendor negotiations.
- University Shared Services (USS), through efficiency in process and procedures, has reduced overall process execution turnaround by 50% and reduced staffing through attrition by 20%. Annually, USS completes 250,000 transactions or an average of 3,500 per FTE.
- Laundry Service cleans and delivers over 5.7 million pounds of laundry to UIHC, Iowa River Landing and other various local UIHC clinics.
- The Director of Purchasing, in coordination with Risk Management, successfully negotiated a decrease in the UI property insurance premium from $6.9 million to $5.9 million and a deductible reduction from $5 million to $2 million for the majority of campus. This was accomplished while UI property value increased from $8.8 billion to $10.2 billion.
- Risk Management handles over 75 insurance policies at a cost of over $7 million in premiums for the protection of the University and employees.

Budget: \( \text{GEF} = $5,275,000 \quad \text{Other} = $39,725,000 \quad \text{Total} = $45,000,000 \)
Staffing: \( 264.6 \text{ FTE} (+/- 190 \text{ students}) \)
Department of Public Safety/UI Police:
Provides each member of the University of Iowa community with a sense of security by creating a safe learning environment at all times. Through the commitment of our staff, the Department of Public Safety provides safety programs such as Nite Ride, student security and residence hall security 24 hours a day, 365 days a year. The mission of Public Safety includes educating students, faculty and staff in matters of protection and personal responsibility. Campus emergency preparation and response is also an important role for this department. Emergency Management has recently started an initiative to provide Stop the Bleed kits to departments throughout campus. Changes within the department over the last several years have increased campus and student engagement, and have improved the UI Police image within the community, examples of which include:

- In the past two years, public safety has increased the number of security personnel working on campus, and now utilizes over one hundred student security employees, adding UIPD presence at the library, parking lots and downtown.
- The SHOUT (Students Helping Out) program posts student security representatives in the Ped Mall area for additional safety and support, while increasing positive connections to the UI student community.
- Nite Ride and the new created Nite Ride Express, which offers an app-based “request for pick-up” option to UI community members, is increasing a sense of safety and is widely used.
- UIPD Officers are assigned to UI residence halls and cultural centers to increase contact and positive interactions.
- Hosting educational programs on personal safety, implicit bias and many other subjects aimed at improving the UI climate. This includes a 3-semester hour credit, public safety academy course. Director Beckner also teaches a course (Criminal Law and Policy).
- Increased connections and partnerships with local community law enforcement agencies.
- University Key and Access Services (formally of Facilities Management) has been transferred to UIPD, providing more effective and efficient UI community service and security.

Budget: GEF = $6,235,000 Credits = $2,393,000 Total = $8,628,000
Staffing: 59 Staff (FTE) 89 (110 during football season) Students (Headcount)

Facilities Management:
Facilities Management (FM) coordinates planning, manages design and construction, maintains and cleans the buildings and the grounds for General Education Fund (GEF) facilities - approximately 8.8 million square feet of space with a current replacement cost of $5.2 billion. FM provides some of its services for the entire campus, and provides utilities for the entire campus. The units comprising FM include:
• Building & Landscape Services (BLS) - provides campus building and landscape physical asset stewardship and optimal operation via maintenance, landscape services, custodial operations, building systems commissioning and predictive maintenance programs.

• Utilities & Energy Management (U&EM) - is responsible for the boiler plants, power production plants, chilled water plants, water plant, district energy distribution system, storm and sewer systems, high quality water systems, refuse and recycling removal programs, the Energy Control Center and the renewable energy initiatives. As a self-supporting bonded enterprise, U&EM provides all utilities and services to all campus entities on a cost-recovery basis through a developed utilities rate structure – those rates account for plant stewardship and growth to address campus development. Energy and utility system work affords multiple opportunities for U&EM to partner with UI academic departments and programs.

• Design & Construction (D&C) – executes the start-to-finish delivery of all on-campus physical improvement and care projects. D&C is supported by a fee-for-services system that assesses a line item charge on all capital project budgets for management and execution of each project. D&C also provides administrative, accounting and contract management services for the general campus and the UIHC. Current efforts are being made to consolidate the project delivery operations for both the UI and UIHC, with a transition that will lead to the management and delivery of all UI projects by Design & Construction.

The primary Facilities Management focus centers on six value propositions, based on FM’s range of services and responsibility to manage “total-cost-of-ownership” for all UI physical assets:

• Optimal space and land planning, utilization, and configuration
• High-value capital project investments and execution
• Optimal building and campus operations supporting the missions of the University
• Extension of asset life through reinvestment and renewal of equipment and facilities
• Energy efficient operation of integrated plant, distribution and building systems
• Compliance with regulations and management of risk of business interruptions

In 2017, Facilities Management developed a Three-Year Plan to re-position Facilities Management for the future via a series of strategies designed to free up resources to be redirected for UI core activities, while remaining a best-practice organization.

Budget: FM’s non-utilities GEF Budget: $39 million
Utilities GEF Budget is $43.8 million (45% of the total Utilities Enterprise budget)

Staffing: 645 FTE regular staff and 37 student FTE
FM often employs more than 70 students during the academic year
FM employs 52% of UI’s GEF Merit employees
**Information Technology Services** (shared reporting with Provost):

Virtually all aspects of university operations rely on IT. With a foundation of secure, reliable infrastructure and excellent technical support, the UI technology community caters to the diverse technology needs of students, faculty, and staff in support of the institutional mission. Over the past three years, UI technology providers fortified collaboration, creating a unified, integrated IT community called OneIT. A OneIT Strategic Plan was unveiled in 2018, ensuring that IT is aligned to support UI’s goals that it helps the faculty, students, and IT workforce thrive, and that resources are prioritized as the pace of change and demand for technology increase in this era of digital transformation.

ITS provides more than 100 campus technology services, including:

- email
- calendar
- cloud collaboration tools
- training
- software licensing
- printing
- file storage
- web and application development
- electronic identity management
- networking
- data centers
- financial and HR systems
- library systems
- research information systems

UI technology users receive skilled technical support through a centralized Help Desk and device management service and a growing network of over 50 support consultants who assist specific campus units with day-to-day technology needs. The Help Desk assists over 80,000 contacts per year. Security is a top priority and efforts are constantly underway to protect UI information and technology assets. The Information Security and Policy Office develops security policies, provides security awareness, and handles incident response, firewall management, security assessments, and monitoring.

A robust learning management system, ICON, supports content, assignments, grading, quizzes and more for 4,000 university courses per semester. Data from the system provides valuable insights that inform teaching methods, and dashboards help students monitor their progress. Specially designed active-learning classrooms and instructor trainings support student-centered learning. A new Learning Design Collaboratory provides innovative course-redesign services and support to faculty fellows.
Growing research computing needs are being met with a new high-performance computing (HPC) system and expanded research data storage services. UI recently commissioned the third iteration of its HPC resource, now serving over 900 users in more than 100 departments. A Research Data Storage Service with backups, replication, recovery, auditing, and archiving is available to all faculty. Research IT services also include training, grant development, consultation, compliance, and discipline-specific support. UI is investing in research data analytics and data-intensive computing; funds will cover personnel to support increasing demand in Artificial Intelligence and Graphics Processing Unit Computing, implementing data-analytics and database services, and software for sharing large-scale datasets.

A new Business Intelligence Shared Service Center provides improved access to data for strategic purposes such as enrollment management. MAUI, a powerful student information system built by UI technologists, manages a vast collection of records and countless financial transactions, provides valuable data for student success activities, and offers students tools to manage their academic plans. Data will remain a critical university asset, and OneIT will align data initiatives with the university’s strategic and operational priorities, including implementation of a new budget system.

Budget:  
Total Operating: $53,650,481  
Total GEF: $33,792,91

Staffing:  
Total Budgeted FTE: 345.11 (not including students or graduate students)

Evaluation and Performance Appraisal

Evaluation of the Senior VP is conducted annually by the President. The direct reports to the Senior VP are evaluated yearly and those unit leaders complete annual evaluations of their direct reports.

Strengths, Weaknesses, Opportunities, Threats (SWOT)

Every department and unit within Finance & Operations assesses and addresses its unique set of S.W.O.T matters. The following represents a broader view of F&O S.W.O.T. subjects, each impacted by the many parts that make-up the whole organization. The Appendix contains SWOT entries submitted by specific F&O units that provide additional insights.
Strengths:

Our Team: F&O maintains responsibility for current and long-term care of the campus, its resources and its operations. This critical task is led by individuals who are recognized by regional and national peers for their talents and leadership. Just as importantly, these leaders have dedicated their careers to this university. When considering the Senior VP and the eight F&O unit leaders, together they average more than 25 years of continuous service to the UI (and this average includes the brief 2-year tenure of the Public Safety Director). Within the largest F&O unit (Facilities Management), while many similar organizations struggle with constant turnover challenges, the more than 400 FM employees average 13 years of service. Despite growing funding and pay increase challenges, F&O remains a work place of choice. This is critically important considering F&O’s responsibility for the long-term stewardship of our institution.

Institutional support to date: Based on the understanding, appreciation and forethought of previous UI administrations, priority was assigned to the long-term physical care of the UI campus, a conscious choice somewhat unique among institutions of higher education. With an average building age of more than 45 years, F&O is responsible for the stewardship of both UI and State history, and for making sure the many aging buildings work appropriately for today’s (and tomorrow’s) academic, research and student service needs. This ever-escalating “cost of ownership” was afforded appropriate support when many campuses “cut care first”. This has resulted in a campus in far better operating condition than many of our peers – this investment will pay-off in the future as deferred care becomes a fast-growing cost and burden to many comparable institution. It should be noted, this is an item also included in “Threats”, as responsible funding levels have fallen due to continued cuts, now putting at risk the operation of many buildings. However, unlike many others, the UI is not “starting from behind”.

Efficiency: Out of necessity and a cultural drive to force the highest and best balance of efficiency and effectiveness, UI administrative and operational costs, as related to overall university expenditures, are among the lowest of all peers and national benchmarks. Research-1 institutions report that approximately 17% of their institutional spending is dedicated to “non-academic” operations. By that same measure, the UI has driven its cost to approximately 13% (nearly 25% more efficient than our peers – real money that goes, instead, to teaching and research). Institutional support (administrative costs, of which F&O certainly plays a large part) is 6.5% of UI General Education Fund spending. This compares to an average of 8% for all AAU public universities, and 8.3% for our Big 10 peers. One of our great strengths, and points of pride, has been “doing more with less”.

Introduction of Shared Services was not a simple task but one that is already garnering notable improvements in institutional efficiency and effectiveness. In addition to more work by fewer staff members, there has been a remarkable 1000+% decrease in transactional errors!

A protected campus: The Iowa River is a defining feature of our campus and community, but it also presents a great threat. By surviving and persevering in the face of the historic 2008 flood,
the UI has established emergency response capabilities and protected (or protectable) buildings that make our campus a national model. The River will undoubtedly flood again and likely at levels higher than in 2008. This recent 10-year effort to “harden” our campus has improved it and has prepared the University to better mitigate the risk posed by the Iowa River.

A new UI budget system: Over the past several years, the UI has been developing a new shared-responsibility budget system. Pressure resulting from State funding cuts and increasing peer competition has provided the impetus to create a new way of transparently considering best uses of our resources. This new system is in its first full year of implementation; it has not been without challenges, but progress has been steady. The colleges (led by each Dean) receive full understanding of their fiscal picture and make decisions and priorities to advance excellence in the face of increased financial pressure. Mechanisms to review and scrutinize every central support service in order to maximize the use of revenues for our core missions and goals, ensure that support is “right sized” and pressured “downward”. However, early efforts on this front have made evident the high levels of efficiency already in place. Despite the lack of “low hanging fruit”, F&O will continue to squeeze every amount of efficiency (combined with appropriate effectiveness) to enable success of our core missions – all the while making known, the long-term importance of investing in the health of our institution for future cost avoidance and control of risk. The new budget model will make possible the greatest use of our resources, through a process of transparency, increased local responsibility, shared understanding and increased partnerships.

Weakness:

Labor rule changes: The Chapter 20 elimination of union wage protections has placed UIPD at risk of losing officers – the Regent campuses now have the only police departments in the state without these basic industry protections, making recruitment of our best officers by other law enforcement agencies a constant concern. This is felt within other units hosting unionized labor as well. In addition to UIPD, Facilities Management and Business Services face considerable challenges in retention and morale related to labor rules changes.

Perception of resource impact: Not unlike many other public institutions of higher education, there is a perception that the “middle”, or support functions, take too much of the university’s resources. Support functions are targeted for reduction in the face of challenging finances and are assumed to be “taking from the core”. Within the “Strengths” section, statements of operational efficiency are noted. Yet, the call for cutting the middle remains. When reviewing the newly established Collegiate Economic Analysis (CEA), a central component of the new UI budget system, “the middle” is credited with occupying ~40% of the general education fund total. On its own, this number appears high when compared with peers that claim a figure closer to 30%. Each institution is different, but most universities operating with systems that are responsibility centered management (RCM) do not include facilities costs (assigning all cost responsibilities for the built environment to each college). The operation and utilities costs associated with campus GEF facilities account for more than 10% of GEF expenditures. This
alone returns Iowa to the peer average. Additionally, many within Iowa’s peer group are substantially larger and scaling differences make operations cost comparisons challenging; within a smaller setting, Iowa maintaining a “middle” percentage at or below its larger peers suggests, once again, a higher level of efficiency. All of this being said, those supporting the core UI missions through their operational functions, have not been able to stave off questions regarding their value. Current efforts are aiming to alter this perception but even armed with facts, the claims of a “fat middle” continue.

Opportunities:

*Increasing engagement with academic units:* Through efforts by leaders throughout F&O, opportunities to partner with academic programs have increased. This has helped to develop shared appreciation and unique partnerships. Engineering faculty have engaged several Facilities Management endeavors and experts, these include utility operations and bio-fuel discoveries, as well as advancements in water quality and flood protection efforts. IT has teamed with multiple departments and successfully advanced shared grant proposals. Several within F&O teach or lend instructional support to faculty on campus. At most campuses, the finance and operations units are viewed as little more than back-stage staff serving the institution’s needs. At Iowa, thanks in part to the institution’s recovery from the 2008 flood (an unlikely source of unity), many of those within F&O are “part of the team” and occupy a critical chair at the table.

*Increased campus participation:* As the Office of Sustainability is shifted from Facilities Management to the College of Liberal Arts and Sciences, there will be additional and valuable opportunities to expand the reach and impact of “going green”. Ongoing efforts to expand bio-fuels and bring the UI Power Plant to Zero Coal by 2025 (and other initiatives) can become a campus-wide endeavor, rather than a goal assigned to Facilities Management alone.

Threats:

*Lack of Resources:* There is not a UI department without resource or funding challenges near the top of their list of Threats. As (primarily) State funding pressures (cuts) continue, and cost escalation elsewhere continues to rise, the UI is and will be forced to prioritize. The negative impacts are already being felt and more is to come. Despite high levels of operational efficiencies within F&O, this is the area that is often first targeted. The reason is primarily due to a lack of understanding for how these central operations, like building care, impact the teaching and research missions. While not glamorous, the impacts are clear and risks even greater. On a campus that relies heavily on research and medical endeavors, reliable building and infrastructure is critical. Cuts to this “invisible need” will not only increase daily risk, and lower productivity, but the bills for failing systems will grow exponentially and will come due. In the face of cut challenges, investment in business systems, appropriate IT modernization/security, facilities/infrastructure and safety are critical and must not be
sacrificed. The itinerant nature of a university setting can mean many push for immediate satisfaction without care for the “next 170 years” – it is why F&O exists, and as the stewards for the university, we not only care (and worry) that our institution operates as needed for our teaching and research missions now, but also for those who will follow. The wrong cuts are a threat to the future of this institution.

**Work force age:** While dedication and years of service are a documented strength, there are concerns for the future. The average age of employees in Facilities Management is greater than 55 years. This, combined with newer and automated (computer-based) building systems, creates a “moment” when great experience and knowledge is leaving and new staff will be introduced to more complex systems, requiring different talents and expertise. The timing of the “shift” may be a positive (new people for new tasks) but the transition will be challenging and the computer/programmer skillset to come garners a higher market pay rate than the previous maintenance staff model.

**Fast changing IT world:** The use and complexity of technology is increasing rapidly. The pace of change is also accelerating. IT must support high-availability, production-level services, and also enable innovation and discovery. All of these changes must occur while protecting the information assets of the UI. Threats for technology include escalation of cyberattacks, retaining qualified IT staff, and absorbing increased use and complexity of IT with steady or decreasing resources.

**Public Safety:** UIPD has been very active, under new Director Beckner, in changing student and public perceptions of our officers and their roles in protecting and educating us to be safer. Progress has been steady and well-timed. However, national and international disruptions and public anger/outbursts are on the rise. Iowa City is a relatively safe place. But no place is immune and instances addressed on our doorstep, most often taken care of while we sleep well, are reason for alarm. Student leaders, rightfully so, make personal safety a top priority and worry. We continue to expand efforts to address this, but more is needed during a time when UIPD, like other F&O units is being tasked to cut and spread themselves out. Within the public safety business, doing more with less only works until an incident occurs. UIPD has been very efficient and creative in student engagement and best-practice community policing, but it still takes quality police officers and support. Based on the current budget picture, UIPD officers are paid some 25% less than peers that “work across the street” in Iowa City or Coralville. This constantly pushes our best officers, those who protect and connect with students and the public, to a better offer. Without correcting this issue with appropriate funding, we will remain at greater risk than we prefer.

**Institutional system inconsistencies:** Numerous systems throughout the UI have been developed over the years and practices multiplied to serve individual departmental or staff needs. This creates increased oversight, staffing inefficiencies risks related to practice variability. Each college has, over time, developed staff that can address local needs like college finances and project coordination (sometimes the same person). There have been cases of skillset shortcomings and more concerning, cases of fraud or mishandling of finances. A more
effectively centralized system on this very important front will be needed to assure consistent systems and practices, as well as appropriate back up and staffing levels. A continual effort to identify and address system inefficiencies and operational outliers is an important future task, and it will require colleges, auxiliaries and central units to work together and to reorganize when of benefit to the institution.
Appendix
OFFICE OF THE SENIOR VICE PRESIDENT for FINANCE and OPERATIONS
SELF-STUDY
Fall 2018

LINKS

Finance and Operations Homepage and Org Chart:
https://fo.uiowa.edu/sites/fo.uiowa.edu/files/vpfo-org-chart.pdf
https://fo.uiowa.edu/

University Chief Financial Officer and Treasurer, Treasury Operations, Controller
https://treasury.fo.uiowa.edu/
https://treasury.fo.uiowa.edu/about-us
https://controller.fo.uiowa.edu/

Financial Management and Budget and Org Chart:
https://fmb.fo.uiowa.edu/
https://fmb.fo.uiowa.edu/contact-us

Business Manager/Campus Planning
https://uiowa.edu/businessmanager/

Business Services Homepage:
https://uiowa.edu/businsvc/

Department of Public Safety/UI Police
https://police.uiowa.edu/about

Facilities Management Homepage and Org Chart:
https://www.facilities.uiowa.edu/index.html
https://www.facilities.uiowa.edu/about/FMOrgChart.pdf
http://www.facilities.uiowa.edu/pdc/DCOrgChart.pdf

Information Technology Services
https://its.uiowa.edu/
https://its.uiowa.edu/about
### Additional SWOT Analyses (Specific Departmental submittals)

**CFO/Controller/Treasurer**

<table>
<thead>
<tr>
<th>SWOT Analysis</th>
<th>Helpful</th>
<th>Harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Environmental &amp; culture of accountability with focus on collaboration, process improvement and results.</td>
<td>Need additional functional resources; to work on development of financial systems/tools.</td>
</tr>
<tr>
<td></td>
<td>Experienced staff with deep institutional knowledge, effective functional expertise and strong work ethic.</td>
<td>Need additional technical/programming resources; to provide robust new reporting &amp; business analytics tools.</td>
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<td></td>
<td>Larger departments are organized by teams to develop expertise in specific areas, increase efficiencies, and provide consistent service to campus.</td>
<td>Certain manual processes need to be replaced (auditing cash handling procedures, UBIF compliance and graduate education form data collection from campus).</td>
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<td></td>
<td>Mature &amp; reliable processes which attempts to maximize use of technology with documentation available for critical procedures.</td>
<td>Lack of journal approval by campus for PayCV, WebbCV, GUSE, &amp; feeder system-GI.</td>
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<td></td>
<td>Robust central systems with substantial automated controls and integration with other systems (general ledger, grant information &amp; management systems, Electronic Financial Reporting).</td>
<td>Limited opportunity for growth within the department and/or FBO. Also, staff workloads and stress levels can lead to burnout (GAC).</td>
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<td></td>
<td>Productive working relationships with campus customers (Business Officers, Research Administrators, Department Administrators), central units/support functions (ITS, IFIR, Payroll, Business Services, Sponsored Programs) and external peer groups (Big 10 Controllers, University Tax Peer Group, Big 10 Sponsored Programs, etc.)</td>
<td></td>
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<tr>
<td><strong>Opportunities</strong></td>
<td>Negotiating increase in FIAA reimbursement</td>
<td>Declining funding from State Appropriations reduces available resources to dedicate to needed areas (like enhanced use of technology) and limited ability to properly compensate staff through annual raises.</td>
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<tr>
<td></td>
<td>New budget process/software will highlight opportunities in current systems/processes for improvement</td>
<td>Accounting transactions/processes are very decentralized.</td>
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<tr>
<td></td>
<td>Enhancement to space analysis tools</td>
<td>Campus interpretation of CEA and new Budgeting Model.</td>
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<td></td>
<td>Possible elimination of State UBIF expense &amp; related compliance efforts (State unrelated business income tax potentially not applicable to the University).</td>
<td>Lack of predictability/stealth of OHIO Cost Allocation Office.</td>
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<tr>
<td></td>
<td>Possible elimination of new excise tax on executive compensation (investigating University’s tax status with IRS as being an “integral part of the state” instead of an instrumentality).</td>
<td>Tax exposure and increased cost of compliance...</td>
</tr>
<tr>
<td></td>
<td>Productive and efficient training opportunities and guidance from KPMG, GASB webinar, GASB staff, and NC4BCO.</td>
<td>Additional and new state investments to alter current investments: create additional UBIF risk and tax reporting.</td>
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<td></td>
<td>Increase effective communication with State Auditor’s Office for implementation of new GASB guidelines to prepare annual audit and financial reporting.</td>
<td>Potential for state legislature to pass unfriendly law (general sales tax exemption was almost lost in response).</td>
</tr>
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<td></td>
<td>Better integration with Sponsored Programs processes, systems, and data, increase and improve service levels to researchers</td>
<td>Potential for increased multi-state sales tax compliance in response to Supreme Court’s recent Wayfair decision to require out of state businesses to collect sales tax.</td>
</tr>
<tr>
<td></td>
<td>Streamlined central processes and increased support levels help reduce administrative burden on researchers</td>
<td>Anticipated changes to Form W-4 by IRS will create challenges for Payroll and employees for 2019.</td>
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<tr>
<td></td>
<td>Future use of RFID tags would streamline physical inventory process</td>
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</tbody>
</table>

**External**

- Salaries of staff are not competitive with similar positions within the University (especially when factoring in areas of responsibility).
- Annual turnover in State Auditor’s Office turnover with State Auditor manages every 3-4 years, and expected retirement of long-time seniors in charge State Auditor.
- Increase in the number and complexity of GASB standards. Short time frame between availability of GASB implementation guide and implementation deadline for report preparation and accounts structure.
- Increased efforts to monitor sponsor compliance...
  - Compliance of sponsor requirements, systems and methods for reporting/existing funds
  - Audit scrutiny to support federal government policies to prevent fraud, waste and abuse.
Parking and Transportation

Strengths

- Parking and Transportation-Cambus provides over 4,000,000 rides to campus students, faculty, staff, and visitors every year, the largest transit ridership in the area and contributes to the largest metropolitan area ridership in the state. Cambus also is unique in that as a Higher Education campus transit system, it receives federal funding. The Federal Transit Administration has given Cambus very high reviews for its operational effectiveness and compliance with federal regulations. As part of a recent triennial review the Federal Transit Administration wrote that Cambus was a well-run organization.
- Additionally, Parking and Transportation is engaging with its campus stakeholders to create a culture of collaboration and engagement. This culture is spreading throughout the department and creating workplace efficiencies and internal connections and partnerships. Leadership is well engaged and internal and external customer engagement is meaningful.

Weaknesses

- The experience our customers expect when riding in a transit bus, parking their vehicle, or driving a university vehicle, has changed. There is a much higher expectation from our customers than we have historically had. Parking and Transportation needs to be more nimble and responsive.
- Parking is made up of a system with many exceptions, creating strains on efficiencies, controls, and staff.

Opportunities

- Parking and Transportation has had some high level turnover and a fresh look at the way services are delivered. There are opportunity for additional shift the culture of campus wide collaboration and partnerships.
- Parking and Transportation has the ability to create a great first and last impression for those who come to work, play, study, and receive healthcare on the University of Iowa Campus. The opportunities to create lasting impressions are endless.

Threats

- Parking on campus is in very high demand and on certain points on campus, we cannot meet the demands with reasonable parking options. Student storage parking demand is at historic highs. The need for patient parking is growing at approximately 3% per year while recent building construction has reduced the number of parking spaces on the west district of campus.
- Federal Tax Laws that went into effect in January of 2018 are/will have significant impacts on parking revenues and rates. Qualifying transportation fringe benefits are being charged an Unrelated Business Income Tax of 21%. This is estimated to cost Parking and Transportation $1.5M-$2.5M annually.
**Purchasing**

**Strengths**

- Purchasing handles over $900M in purchases annually. While the spend for the University has continued to grow, triple what it was in 2003, the size of our staff has decreased, using best in class software and processes to keep up with the growing demand. Raising the bid threshold to $50,000 to match the state’s bid threshold allows Purchasing to focus on getting best pricing on high dollar contracts, versus being spread thin navigating through low dollar one time purchases.
- Purchasing has recently received the Achievement of Excellence in Procurement award for each of the years from 2014-2018. The Achievement of Excellence in Procurement® (AEP) award is earned by those organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

**Weaknesses**

- High turnover in staff has created difficulties in building a strong and experienced team. Recent change in management was necessary to improve the overall culture but takes a toll on progress.

**Opportunities**

- Purchasing applied for and received the authority to use the $50,000 bid threshold for all federal procurement. This allows us to unilaterally raise the workflow approvals to higher levels, reducing the workload for current staff. Purchases under $10,000 will be approved automatically once department workflows are complete.

**Threats**

- Hiring qualified staff for procurement positions has always been difficult and the amount of training time invested in new staff to become quality purchasing professionals is significant. The salary range and budget for these positions is not competitive with the market and staff are often enticed away with additional pay.

**Risk Management**

**Strengths**

- Active involvement in various committees and initiatives on campus to help identify and advise on potential risks to campus
- Able to collaborate with a wide variety of units across campus to discuss individual events or research projects and partner with them to be successful while mitigating and reducing risk
• Strong relationships with Purchasing, OGC, Facilities Management, International Programs and the IRB that allows us to consult and advise on contractual risk transfer
• Staff experienced in the insurance industry and with FEMA claims and reporting
• Staff with advanced degrees and legal/contract experience

Weaknesses

• Legacy systems and practices need to be more efficient; for example: streamlining the collection of property values, full implementation of the new claims processing software (Origami) and updating the Driver’s License Review System
• It is a constant struggle to devote the time necessary to keeping up-to-date on new and emerging issues/risks in order to advise and help mitigate the risk to campus
• We do not have an active ERM team/initiative at this time

Opportunities

• This fall we will be bringing a new insurance broker onboard with strong higher education experience, more influence in the market and a larger team to provide a higher level of service
• Collaborate with other BOR and Big Ten schools to share best practices and experiences
• Utilize resources available through professional associations, such as URMIA, RIMS, and PRIMA, to learn about and prepare for new and emerging risks

Threats

• Emerging risks in higher education including: TBI (traumatic brain injury), cyber threats, minors on campus and sexual molestation/abuse claims
• The University’s financial position could impact our ability to purchase the appropriate types and limits of insurance
• Changes in federal or state regulations could impact our ability to utilize resources or funds in a disaster

Accounts Payable

Strengths

• Audit expenses to ensure compliance with Board of Regents, IRS, and University policies
• Expertise on payables systems
• Act as a liaison between departments and vendors to resolve invoicing issues
• Vendor statement review to capture credits owed to the University, processed $7,400,000 in credits CY18
• Process all payments for UIHC and campus in a timely manner which is critical to teaching, research and patient care
• 50% of all payments are processed electronically
• Cross training of AP staff allows seamless back up when there are absences
• Experts on Universities procurement tools
• Experts on payment issue resolutions
• Longevity of staff with an average of 19 years of experience
• Review of invoice exceptions to ensure pricing and receipt of good and services
• Ability to review and rush payments to avoid interruption in Universities services
• Keeping up with high volume of vendor and department payment inquiries

Weaknesses

• Manually printing invoice which can lead to missing invoices
• Manual entry of invoices could cause an error in processing for payment

Opportunities

• Automating review of vendor statements
• Implementing more vendors on automated invoice loading to People Soft
• Building knowledge bases and provide continued training for staff
• Building a culture of excellent customer service

Threats

• Incorrect vendor billings which result in over payments
• Fraudulent activities

University Shared Services (USS)

Strengths

• Virtual centralized department structure where staff are located near their customers
• Provide expertise advice to departments on University policies and procedures
• USS management provides consistent and continuous training on all transaction types
• Increase efficiency by faster and more accurate transaction processing
• Highly skilled staff dedicated 100% time to creating financial transactions which reduces re-work and allows departments to focus on their mission
• Create a culture of excellent customer service
• Diverse staff with varying backgrounds and skillsets
• Separation of duties between USS and the departments allows for quicker fraud detection
• Cross trained staff can fill in at any org at any time to avoid interruption in service
• Experts creating transactions reduces the need for central audit review
• Certification program for eligible staff which auto passes their transactions after departmental workflow review
• Ability to adapt quickly to changes in University policies and procedures
• Act as a liaison with departments, Purchasing and Account Payable on complicated purchases
• Share our implantation plans with other institutions that are beginning their implementation
• Monitor Key Performance metrics to measure outcomes and provide feedback to customers
• Realigning staff who transitioned to USS but were not properly managed in their previous positions
• Reduced number of staff and made good use of available resources

Weaknesses

• Dependency on Procurement holders for documentation

Opportunities

• Implement USS at UIHC and CCOM
• Continue to grow and develop training program
• Increase menu of services provided by USS
• Reward talented staff members with salary increases

Threats

• Budget constrictions on salary increases which could lead to losing talented staff
• Resistance to the USS model from faculty/staff
• Departmental Admins who continue to be a part of the transaction process which leads to the perception USS is not saving them any time

Laundry Services

Strengths

• Focus on Patient Care: Laundry Services is committed to supporting patient care for University of Iowa Hospital and Clinics. On a daily basis, we play a crucial role in the transportation and processing of soiled linens, ensuring that all laundered items are hygienically clean and turned around as quickly as possible. Our work affects the ability for the hospital to function successfully daily, so it is vital that we are as efficient as possible, and responsive to the hospital’s continuously changing needs.
• Quality: Because the work we do affects patients directly, it is extremely important that we handle items and our environment utilizing guidelines and best practices outlined by the CDC and OSHA. We constantly monitor our washers and dryers for proper temperature levels and chemical formulas to meet safety standards for health care linen processing. Our staff take extra precautions to ensure both their own safety while handling soiled linens, but also the safety of the patient in the processing and handling of clean linens that are to be sent back to the hospital for use.
• Continuous Improvement: A combination of factors keep us focused on continuous improvement for the Laundry plant. Two factors in particular are our focus on patient care and safety, and a consistent increase in overall linen volumes from the hospital over the past five
years. As a result, we have made improvements to our operation, among which include a change over to the City of Coralville’s water supply and the installation of a new chemical system that utilizes hydrogen peroxide rather than bleach. These two changes drastically reduced the amount of discards and rewashes of items due to staining, resulting in cost savings for the hospital by reducing their need to replenish inventory on certain items as often as they had in the past. In addition, the replacement of six 450 pound washers to much newer and more efficient models, and a redesign of our rail and bag control system have allowed us to reduce our wash and dry cycle times, increasing overall productivity to match the increased output from the hospital.

Weaknesses

- Aging Equipment: While Laundry Services has made numerous improvements over the past few years, it will be important that we continue to do so as potential increases in patient capacity at the hospital will continue to affect our workloads in the future. The majority of improvements needed at this time will be on our clean production side where we have some older equipment in need of updates or replacement. We will be introducing new production tracking software later this year, which will allow us to monitor output and maintenance downtime for each individual workstation. This new data will help us prioritize changes and updates going forward.

Opportunities

- Better data management: As mentioned above, the introduction of new productivity software for the plant, along with a new reporting system, will provide a “whole plant” view of our operation. This means that management will be able to quickly direct changes to work assignments based on the changing needs of the hospital any given day. In addition it will provide visibility to any production bottlenecks, washer and dryer efficiency, and will allow us to provide real time feedback to staff. This new, automatically captured data will allow for both short and long-term analyses of production and product trends, and we will be able to provide better reporting to the hospital for their use in inventory management.

Threats

- Capacity: The biggest impact to our business at this time is the increase in linen volume from the hospital. We have taken steps over the past few years to prepare for this, including RFPs to outsource services for campus that did not fit into our (patient-focused) model, i.e. Uniform Rental and Dust Control programs. As we move forward, we will need to look at trends with our production numbers and hospital inventories, and work with the hospital’s linen room to determine what our needs may be five years from now to plan our equipment, building, and staffing needs accordingly.
Printing & Mailing Services

Strengths

• Service: Printing & Mailing Services maintains an extremely experienced staff that are able to work with departments and individuals throughout the University, regardless of their prior knowledge of printing or mailing processes, to provide positive customer experiences that are customized to meet a variety of needs. Our Customer Service teams provide options and alternatives when necessary to help our customers navigate the intricacies of print and mail projects, understanding the need for a quality product while also taking into account a department’s budgetary limitations. In a recent survey provided to our customers, 96% of respondents indicated their satisfaction and positive experiences in working with University Printing & Mailing Services.

• Quality: With a vested stake in the success of the University and its mission, we strive to provide the best possible quality product for our customers. We understand our products can serve as representations for a department or the University as a whole. Recruitment or fundraising pieces, conference materials, academic publications, and patient billing statements are just a few examples of the work we produce that external audiences will view. Because of this, we review jobs throughout our entire production process, communicate with our customers if we find any issues prior to distribution, and we follow up and respond to any quality concerns immediately.

• Efficiency and Convenience: As a one-stop shop for both printing and mailing services, we are able to manage any number of projects for our customers across the University. From the smallest copying job, to direct mail campaigns with numerous moving parts, we are able to move quickly within one central location to meet what are often very tight project deadlines for departments. Our printing and mailing staff work closely together to consider all of the details of a project prior to the start of a job, and appropriately manage these details to minimize issues, delays, or any need for rework. In addition to our centralized location at Mossman Business Services Building, we maintain two convenient walk-in copy centers located near the Pentacrest, in Pappajohn Business Building, and near the Hospital, in the Boyd Law Building. Faculty & Staff and students are all able to take advantage of the quick turnaround times offered by these two locations. These centers also allow us to move work around as needed based on workloads and capabilities at each location, again allowing us to meet our customer’s needs in a timely manner. Finally, our on-staff courier and our integration with Campus Mail means we are able to deliver finished products to our customers often on the same day they are completed.

Weaknesses

• Resources and Staffing: Being a self-sustaining unit, we continuously focus on “doing less with more”. Keeping our staffing low, with a reduction of overall FTE’s through natural attrition, means we can find ourselves short-handed during high volume periods. We have been able to meet our commitments by moving staff around, hiring temporary staff when needed for a project, or working overtime as needed.

• Aging Equipment: The printing and mailing industry is constantly changing, introducing new technologies and capabilities. Printing Services maintains a number of presses and bindery equipment that require specialized skill sets to operate, and need consistent maintenance and repairs. Due to being a self-sustaining unit, we are not always able to keep up with the latest
industry trends, but our equipment is suited to meet the needs of most of our customers. Occasionally we do need to outsource work that would be a better fit for a larger production facility, or requires specialized handling.

Opportunities

- Additional Services/Offerings: One area of opportunity for printing services is to look at new and/or expanded service options for our customers. We offer a large variety of services currently, but based on recent survey results, there is interest from campus for us to look at offering additional printed promotional items.
- New Technologies: Digital printing capabilities are constantly changing, and upgrades to our services allow for expanded options for our customers. Some recent examples of this include the ability to print on different substrates, e.g. vinyl or canvas, or various textured print effects such as raised ink. One other major area of opportunity is for us to look into electronic publishing options for our customers. As departments look to minimize costs, having the option to distribute visually dynamic, online versions of publications or reports to replace or supplement printed pieces is becoming more relevant than ever.
- Self-Marketing: Printing Services could do a better job of advertising its various products and services to campus. We have several services that could be advantageous to various customers that may be under-utilized due to a lack of knowledge on campus. For example, our VDP (Variable Data Printing) service offers departments the ability to create highly individualized print and mail pieces for their target audiences. Our website is also due for a redesign as it is currently outdated and somewhat difficult to navigate.

Threats

- Paper Costs/Availability: The printing industry is facing challenges today in terms of increased paper costs and availability as the result of paper mill closures, and recent changes to the global recycling model. Access to recycled paper is becoming less prevalent, and printing services may need to look at new models in terms of how it sources its paper needs while maintaining a focus on sustainability such as utilizing FSC-certified paper.
- Budget Cuts: Budget cuts directly affect our bottom line. For us to remain successful, we need to make sure we are maximizing our efficiency while also reducing costs. If budget cuts continue as they have been, the result will be a continued reduction or discontinuation of repeat jobs from campus, and loss of revenue. Recent retirements, in combination with our inability to compete with the private sector in terms of salary offerings and raises has recently resulted in some natural attrition. We have been able to absorb most of our loss in staffing by realigning work assignments or by reviewing processes to eliminate waste wherever possible. However, as we move into the new school year and our volumes increase, we may find ourselves lacking the necessary coverage.
Surplus

Strengths

- Ensures the best resale value of SUI property through distribution through the University, public sales and online auctions.
- Successfully manages recycling of items that are not sellable to avoid sending to the landfill.

Weaknesses

- Staffing, surplus is operated by 3 full time staff 1 ¾ time person and student help. The department is vulnerable if we were to lose a staff member for a lengthy period of time.

Opportunities

- System revision for better tracking of the life of property. Potential for fraud is clear for items not tracked in departments, allowing for items to never make it to Surplus.

Threats

- As budgets have tighten throughout campus we notice the value of items are dropping which will affect the amount returned to departments and the overall surplus budget.

Central Receiving/General Stores

Strength

- Central Receiving is a University-funded service that provides shipping and delivery of goods at no charge to University departments. We receive about 3500 tons of freight per year, with about 20 trucks arriving at the docks daily. Because our facility is located away from the campus area, we combine shipments from many trucks and send them out our deliveries, we help to reduce the number of vehicles on campus. We have the employees and equipment necessary to unload, receive, document and deliver almost any item shipped to the University.
- Central Receiving does very well at getting the product out same or next day. Delivery drivers are on time and we have had very few failures with regards to lost or damaged packages

Weaknesses

- Overhead costs and keeping up with changing inventory needs.
Opportunities

- We are in the process of converting General stores over to an ebuy program to reduce the amount of items in stock compared to having it shipped next day. With the chance of stock changing and overhead costs it makes more sense to buy the items as needed through an ebuy vendor.

Threats

- None identified

Finance and Business Information Systems

Strengths

- Close relationship with our customers
  As part of UI Business Services, Finance and Business Information Services values the relationship with our customers as the most critical one and keeps investing into it over time. The two-way trust we have with our customers enables us to make unique contributions to their successes and helps us serve the entire campus through their services to departments, students, employees, patients, and visitors.

- Broad partnership with OneIT departments
  FBIS is one of the administrative satellite IT groups among OneIT departments. The collaboration with other IT teams allows us to focus on specific value-add services to our customers while relying on other units to provide commodity technical infrastructure services. The deepening partnership also encourages us to seek more supports from OneIT, join effort on enterprise-level initiatives, and pilot new systems to gain experiences for broader IT community.

- Innovative culture
  Though every other IT team probably claims they are smart, we truly have a group of very talent individuals who are committed to a culture of consistent quality, cost-effective innovation, and continuous learning. We are dedicated to help our customers take advantages from cutting edge technologies and creative solutions. Our customers are also very open to bring their challenges to us and work together to achieve great results.

- Teamwork
  We value teamwork among ourselves and with all stakeholders. We are proud of our accountability at both individual and team levels. We enjoy open and honest communication and feedback. We also strive to promote teamwork across departmental boundaries.

- Diversified workforce
  We benefit from a workforce with highly diversified background. Half of our team members are females and/or minorities. We have sub-teams specialized on IT operations, application development, and business analysis. We have people with advanced technical expertise and
strong social skills. The joint force allows us to consider ideas from various perspectives and execute project plans to satisfy multiple goals.

- Flexible funding models
  The multiple funding models and revenue sources allow us to be flexible in responding to dramatically changing demands from different customer departments while maintaining a relatively stable workforce with up-to-date skillsets. The internal processes we use to manage these revenues and allocations also keep us transparent on expenses and lean on operations.

Weakness
- Indirect contribution to University missions
  As a team who serve Financial and Operations departments, who serve other campus departments and colleges, who, in turn, serve students, faculty, patients and other primary customers of the university, we sometimes feel remote to the main business objectives of the organization and uncertain on how significant our contributions are to the top-level missions. Information and challenges shared by customer departments are very helpful for us see where we fit into the big pictures. Multiple channels for feedback are also greatly appreciated.

- Career development constraints
  As a relatively small IT unit on campus, we don’t have bandwidth to offer every step of all career paths. We choose and develop individuals to serve at the right level that they contribute the most to the team and our customers. But we may not have positions available for them to bring their career to the next stage. This constraint increases the risk of losing our top talents to other companies. A broader cross training, job shadowing, rotation and promotion across boundary can be extremely valuable to retain them within the university.

Opportunities
- Higher expectation from customers
  Thanks to the growing trust between FBIS and our customer department, they are expecting more from IT services we provide. The dynamic business environment and increasing financial challenges only accelerate the pace. This opportunity draws us closer to them to understand their business practices to make more contributions to their value proposition through collaborations and innovations.

- Further collaboration with OneIT
  OneIT provides a shared platform for us to take advantage from the expertise, investment and funding models of other IT teams. We are networking and cooperating with them at various levels, and yet still far away from realizing the full potential of boundary-less collaboration.

- Emerging technical trends
  IT industry never runs out of newer and cooler technologies for us to bring value to the organization. The cycle is getting faster and the choices are more diversified. At present, we see cloud computing, Business Intelligence, and mobile platform support and development project big potentials to transform the key services we deliver to our customers and how we deliver them.

- Students internship
  We are fortunate to have enthusiastic students in computer science, business analytics, and other majors who seek internship to apply their knowledge to real-life projects. They give us opportunity to contribute to student success while increasing our capacity in handling entry-
level tasks. We also built solid tracking records of bringing them into the team as highly productive full-timers once they graduate.

**Threats**

- **Uncertainty of operation environment**  
  As frequent budget cuts and resource shortages catch more attention of our customers, they may not be as available and ready to work on long term IT investments. Once they make decisions on new projects, they often demand quick turn-around to realize immediate return. This sometimes causes bursts in project pipelines. Meanwhile, other OneIT departments, especially those who provide upstream services, are also adjusting the service categories and pricing models. These changes require us to be more responsive to maintain static operation levels and bridge emerging service gaps.

- **Higher market competition for IT personnel**  
  With on-going talent shortage and recent salary freezes, we expect more severe competitions from other companies to hire away our valuable IT professionals. The turn-overs would not only drive up long term acquisition and development cost, but also cause us to lose business know-hows and technical expertise on mission critical systems.

**Business Services Business Intelligence**

**Strengths**

- **Automated Systems:** Electronic systems have been implemented for many of the primary functions in the Purchasing, Accounts Payable, and Travel organization. Most of the systems have been in place for some time and the team is very familiar with their operations. The current systems in operation include ProTrav, E-PRO (eVoucher and PReqs), PeopleSoft (AP, PO, Contract Management, and Inventory), DocuSign, eBuy (Jaggaer), GHX, eBid (Ionwave), APPO Webpages, and VendorTrac. Commercial off-the-shelf (COTS) software is maintained at the most current release with the latest patches/fixes. New enhancements to these systems are regularly implemented to further improve existing processes, making them more efficient.

**Weakness**

- **Systems Integration:** It is a great strength that so many functions have been automated however many of the solutions were implemented as disparate systems because integrated solutions were not available at the time. In many cases, integration with existing systems would not have been easily achievable. As new solutions are implemented, integrated solutions are always considered first and COTS systems are reviewed regularly to determine if a survey of new and enhanced systems should be completed to identify the latest best-of-breed solutions. As an example, VendorTrac was developed in-house many years ago and is currently in the process of being replaced with PeopleSoft’s eSupplier Connection module.
Opportunities

- **New Technology**: New technology and development tools have become available which enables new functional capabilities and business process improvements as well as improved system support and maintenance (ex. C#, .NET, Bootstrap, mobile applications, and cloud computing). Developers typically prefer to work with the newest technology and tools which is important from a staff retention perspective and new technical staff members are often only familiar with the current technology and tools. Both the ProTrav and the E-PRO systems are in the process of being rewritten using the latest technology and tools.

- **New Systems**: An emphasis continues to be placed on identifying automated solutions for current business processes to help allow staff to focus on the highest value-add activities and to help meet ongoing budget constraints. Currently, projects for the implementation of Oracle’s Governance, Risk, and Compliance (GRC) system, PeopleSoft’s eSupplier Connection, and a new business intelligence (BI) solution are underway.

Threats

- **Aging Technology**: Custom systems were developed with the technology and development tools previously available. As new technology and development tools have become available (ex. C#, .NET, and cloud computing) the ability to maintain the legacy systems and add new functionality with outdated technology and tools is diminished. Over time, this can force systems to be rewritten using the newest technology and tools so that systems are maintainable and new functional capabilities can be added.

- **Ongoing/Increasing Maintenance Costs**: As budgets tighten, planning for the maintenance support of existing and new systems is critical. Software publishers regularly increase maintenance costs for COTS software and programming staff costs continue to grow. The organization continues to focus on fully leveraging existing systems including implementing functional enhancements to help ensure the benefits of maintenance outweigh the costs.

Information Technology

Strengths

- **Technologies**: Robust, reliable, modern technologies are deployed.
- **IT services**: A broad set of IT services is delivered well for campus.
- **IT workforce**: The workforce is skilled and devoted.
- **IT culture**: There is a longtime culture of collaboration and engagement across IT and with UI customers.
- **Strategic approach**: A new strategic plan, a shared vision for IT units that aligns with UI goals, is in place.
- **Effective and efficient**: Efficiency and effectiveness is in our DNA, having been through continuous rounds of consolidation, efficiency efforts, and reviews for the past dozen or more years.
Weaknesses

- **Number of services**: The large number of services can create support challenges.
- **Staffing levels**: Staffing is thin, workloads at capacity, and skill needs ever-evolving. Keeping up is hard.
- **Funding**: Funding and funding models are inconsistent across campus units. Budget challenges persist.
- **IT organizational evolution**: We are still in transition to a full “OneIT” organization, but also beginning more focused harmonization efforts with Health Care IT (HCIS).

Opportunities

- **Cloud**: Cloud infrastructure, platforms and services are becoming more broadly viable for our campus.
- **IT in teaching and learning**: Unizin provides access to a more integrated teaching and learning ecosystem: tools, content, and data collection.
- **Data usage**: We are developing better data collection and analytics for university planning, operations, and decision making, as well as for research and student success.
- **Innovation**: Consolidation and efficiency efforts look to shift efforts from commodity IT services and infrastructure into innovation and support for research, teaching, and learning.
- **OneIT organization**: Evolving IT organization provides more opportunities for staff development, additional areas for efficiency and effectiveness improvements, and better integration for customers.

Threats

- **Increased use of IT**: Nearly all UI departments rely on IT. Demand for and use of services are growing with no end in sight. Scaling up services without corresponding increases in budget is a challenge.
- **Budget/funding**: Funding uncertainties constrain the ability of IT to take risks that foster innovation and campus advancement. Continuing budget reductions risk reducing IT to bare-minimum “utility” services.
- **Rapid changes in IT**: All areas of IT are changing rapidly: technologies, security threats, cloud, data collection and analytics, IT devices, etc. This presents a competitive threat to UI if we cannot keep up.
- **Staff recruitment and retention**: IT success is dependent on its workforce. Keeping up with the market for compensation, skill development, and career advancement is a challenge as the private-sector economy improves and government-sector funding decreases.