

Division of Finance and Administration

Highlights Report 2011 – 2012

1. Value

Continually evaluate:

- A. How we work;
- B. What services we provide, and;
- C. How well we provide those services;

to ensure value is provided to the schools and other administrative units and to ensure that the customer experience is enhanced by interaction with our areas

2. Transparency

Promote two way communication and understanding of campus and university finances and other administrative policies and procedures. Develop policies and procedures that ensure compliance and safeguards university assets while eliminating obstacles to the maximum extent possible.

3. People

Develop and implement strategies for making IUPUI an employer of choice within the city, state, nation, and world with an engaged, competent, and diverse workforce.

4. Environment

Ensure the safety of students, employees and visitors. Ensure that the facilities and grounds are well maintained and safe such that they add to the attraction and retention of students and employees. Be environmentally responsible.

5. Resources

Develop and implement strategies that result in maximization of financial resources for use at the IUPUI campus and within our division.

6. Partnerships

Develop and maintain partnerships fundamental to the campus mission and advocate for campus priorities.

1. Value

Administrative Services

Office of Technology

- Developed and implemented plan to migrate eleven Finance and Administration servers to the IU intelligent infrastructure, increasing system redundancy and fault tolerance.
- Developed and implemented customized, division-wide splash screen to promote Finance and Administration division recognition and provide easily accessible contact information for the technology support personnel.
- Conducted two customer surveys. Created action plan based on feedback to include organizational and operational changes, resulting in more efficient resource utilization and increased customer satisfaction.
- Facilitated the relocation and re-deployment of technical devices for the Finance and Administration staff previously located in the Union Building.
- Conducted InfoShare session for all Finance and Administration customers interested in the remote desktop capabilities and options.
- Assisted IUPUI Campus Facility Services, Parking and Transportation Services with Office of the Treasurer's Payment Card Industry (PCI) Operations Committee site visit, which was a pilot visit used to develop future site visit protocol.

Auxiliary Services

Bookstore

- Barnes & Noble at IUPUI increased sales in rental and digital divisions establishing flexibility and significant cost savings options for students. Average savings of rental text versus new text is 50%. Average savings in digital text versus new text is 70%.

Card Services

- Successfully introduced 14 new vendors to the Jagtag portfolio increasing variety and convenience for Jagtag users, and demonstrating the Jagtag payment option as an added-value for merchants.

Center for Young Children

- Center for Young Children (CYC) significantly increased enrollment from 144 children in June 2011 to 204 children in June 2012.
- IBM awarded CYC a KidSmart technology grant establishing eight educational computer stations, valued at almost \$21,000, for state of the art interactive learning.
- CYC was presented the 2011 Angie's List Super Service Award, the highest honor given to a company maintaining a consistent superior customer service rating.
- CYC switched food service providers partnering with IUPUI Foodservice. This change provides healthier, higher quality meals resulting in a valued benefit for children and parents.

Food Services

- IUPUI Foodservice made big strides in meeting customer needs through improved operational processes and menu/concept changes including a food court improvement plan, a refreshed menu at The Docket, development of the Bistro 120 grab and go product line, two new stations: Soup Station and Waffle Bar, and the addition of the Papa John's concept to the food court.
- The Auxiliary Services administrative team completed a Campus Food and Beverage Plan to be used as the decision making tool and roadmap for food and beverage venues on campus moving forward. This plan provides overall clarity as well as opportunity for both revenue growth and optimal service for students, faculty, and staff.
- An upgraded Chartwell's contract amendment was negotiated which includes a commitment from Chartwells for up to \$5M to build a new dining facility to support the increase of students living on-campus.

Natatorium

- The Natatorium ended the year with a positive net income and a \$160k increase over the prior year through continued revenue generation from events and diligent expense controls.
- The Natatorium continued hosting high profile swimming and diving events in fiscal 2012 bringing national attention to Indianapolis and visibility to the IUPUI Campus. These events included: Grand Prix (Olympians), NCAA National Championships, and Indiana Swimming Senior State and Age Group Championships.

University Place

- University Place led the financial success for Auxiliary Services in 2011-2012, exceeding the revenue goal for FY2012 by \$314,580 and accomplishing a year-over-year improvement of \$2,675,242.
- University Place events elevated the visibility and value of IUPUI campus as a resource to the city, particularly through the highly successful Super Bowl experience, hosting the New England Patriots.
- University Place achieved the 2012 Paragon Award as one of the top 10 conference centers in the country. As well, AAA Four Diamond status for the seventh year in a row was achieved.

Campus Facility Services

- Implemented process, which will begin April 2013, to provide automatic renewals of the faculty and staff permits.
- Installed Automatic Pay Stations in all garages with intention of enhancing revenue and decreasing payroll costs associated with collecting revenue. Both results have occurred.
- Completed vacation of Union building and successfully relocated all occupants by September 30, 2011.
- Coordinated facility preparations at Lockefield Village, a facility transferred to the campus by Wishard, and relocated many Union building occupants to that facility.
- Staffed and performed startup activities for Gene and Marilyn Glick Eye Center. Rearranged parking in area to support needs
- Performed significant maintenance and infrastructure work, staffed and transitioned to campus operations acquired structures: Lockefield Village, 1000, and 1200 Waterway. Rearranged parking in areas to support needs.
- Entered into a multi-year contract with an outside pesticide contractor after performing a make-buy analysis which showed reduced costs with enhanced service.
- Provided campus coordination for Wishard Land Swap and IU Health. Notable projects this year have been: Riley Hospital Drive extension planning (IU Health project), temporary closure of Elmwood, creation of a temporary extension to Riley Drive (Wishard project) Drive. Closed IUPUI parking lots and temporarily acquired 1000 spaces in Eskenazi Garage for IUPUI parkers.
- Completed planning and communication for decentralizing of Grounds operations. Decentralization decreases payroll costs and improves effectiveness.
- Opened, using new radio-frequency technology gate control equipment, expansion area to Sports Garage and developed arrangements for use with all parties.
- Re-engineered Campus Facility Services Call Center, which served Facility Operations only, so that it can provide phone answering back-up for Parking and Transportation Services.

Environmental Health and Safety

- The Office of Sustainability was created; a director hired and became fully operational.
- Collaborated with IU Communications to create and build the Office of Sustainability website, and developed its content. Created social media applications to include in the website.
<http://sustainability.iupui.edu/>
<http://www.facebook.com/IUPUISustainability>
<https://twitter.com/iupuisustain>
- The IUPUI Biosafety Program further developed a more comprehensive inspection process that merged BSL1 and BSL2 lab audits. The process has also evolved into one that checks training records beyond OSHA Bloodborne Pathogen Training.
- The IUPUI Chemical Hygiene Plan was revised for 2012. This was a major revision of the plan and brings it up to date with current laboratory safety practices.

Human Resources Administration

- The open enrollment season in November, 2011 involved a major change in employee premiums, as well as a significant change in the medical plan that previously had the highest number of enrollments. Because the need for communication and accessibility was acute, HRA Benefits Specialists conducted 13 open enrollment information sessions and were located at a satellite office central to the campus on 12 days.
- Normalized the review process of P5 and P6 positions with UHRS to make the process flow more smoothly.

Police

- Introduced a new safety program (Safe Walk) wherein part-time police officers and cadets provide walking escorts to and from campus buildings and vehicles during high traffic times in the evening. At all other times, police officers and security officers provide this service. This allowed CFS Parking Services reallocate resources during the evening hours that formally assisted with the service. It also provides a more efficient response to calls for this service by providing a more direct link between the responding officers and the person(s) requesting the service.

2. Transparency

Administrative Services

Office of Technology

- Contracted with external firm to conduct an assessment of the Finance and Administration Office of Technology. Assessment included customer and staff surveys and final recommendations based on their observations, industry standards and survey results. Recommendations and related action plan were shared with the customers and staff.

Auxiliary Services

- Social media presence has increased to over 8,500 followers for Jagtag, Barnes & Noble, IUPUI Foodservices, Natatorium, and Center for Young Children combined.
- A strategic annual planning process was launched with all Auxiliary Services units, resulting in a 2012-13 plan with key initiatives as well as a communications, event, and marketing calendars.

Food Services

- IUPUI Foodservice conducted several surveys resulting in responses to enrich campus life for students, faculty, and staff. Feedback resulted in the need to restructure campus catering menu, an updated online ordering layout, introduction of the catering value menu, and a faculty/staff rewards program with a 20% discount March – May 2012.

Mail Services

- Acquired valuable benchmark data from peer institutions (via NACUMS) which resulted in an improved model for IUPUI Mail Services, allowing this unit to continue with efficient and effective service.

Campus Facility Services

- Prepared and successfully completed a thorough Payment Card Industry Site Visit by the Office of Treasury and the University Information Security Office to include initiation and posting of over 70 procedures to a new Campus Facility Services Payment Card Industry SharePoint site.
- Initiated Audit Action Plan in Parking Services. Implementation will occur in fiscal year 2013.

3. People

Administrative Services

Office of Technology

- Developed and adopted a new organizational structure to maximize use of resources, to enhance customer support team and build a systems security and development team. Enhanced leadership team with the addition of Associate Directors for Customer Service and Support and Systems Security and Development.
- Supported professional development and managerial skills knowledge with attendance at Indiana University [Management Training Series](#) and Educause's [New IT Managers Program](#).
- Initiated the Service with Distinction program – conducted customer surveys and staff training; adopted the principles of [Service with Distinction](#).
- Initiated performance management program for team leadership and staff.
- Supported professional development and advanced technical knowledge with attendance at [Educause](#), conference for higher education IT professionals, and SANS security training.
- Supported staff in obtaining technical certifications to include A+ (computer hardware software), Security+ (Security concepts), and Project+ (IT project Management), Green IT (Energy efficient technology) and Network+.

Auxiliary Services

- Two Auxiliary Services units, Jagtag and IUPUI Foodservice, continued to improve customer service and quality through the Service with Distinction program.

Bookstore

- Barnes & Noble@IUPUI employed over 150 students last year, including four (4) career development positions and two (2) B&N Bestseller Management Training Program positions.

Center for Young Children

- Center for Young Children (CYC) hosted an internationally renowned early childhood education scholar, Lilian Katz, to enrich staff development and embrace cutting edge educational methods. The workshop was designed to develop the skill set of CYC teaching staff on the Project Approach, an innovative early childhood education method.

Food Services

- IUPUI Foodservice was a primary sponsor of the IUPUI International Festival offering six ethnic cuisine menu items that brought education, culture, and sustenance to our campus community.

Campus Facility Services

- Hired Sheri Eggleton into Assistant Director of Administration for Parking and Transportation. Sheri has worked at IUPUI for 25 years.
- Updated training for all Parking & Transportation Services' employees to meet fiscal compliance training standards. Training topics include: Security Awareness Education, Revenue Processing and Red Flag (identity theft protection).
- Participated in the leadership of the first university-wide Service-Maintenance Union negotiations.
- Completed Service with Distinction training for the Campus Facility Services Building Services division.

Environmental Health and Safety

- The Biosafety Manager was elected to serve as the First Vice President on the IUPUI Staff Council Executive Committee Highlight

Human Resources Administration

- Worked with managers/supervisors to educate flexible work arrangements, provided yoga classes 4 days a week, and sent monthly e-newsletters on wellness, INShape Indiana ideas, Weight Watchers and bicycling to work.
- Offered the Health and Benefits Fair with over 60 exhibitors, 12 mini-workshops, and 1,000 employees attending.

- Added participation in the state sponsored “Hire a Vet” job fair at Stout Field to our wide diverse fairs.
- Conducted our pre-retirement symposium, *A lifetime Journey with a New Destination*, and had the highest attendance with 160 soon-to-be retirees.
- Partnered with the IU School of Liberal Arts to plan for the development of a campus-wide Intergroup Dialogue (IGD) program. To date, a number of other schools, departments and units have joined a campus-wide community to develop IGD programming involving curricular, co-curricular, staff, faculty, and community outreach activities.
- Partnered with IUPUI Office of Equal Opportunity to encourage the reinstatement of the Statement on Civility with a three-year action plan.
- Developed content for an on-line module on workplace bullying.

Police

- Implemented an interactive documentation solution to track employee’s careers in the police department. This system supports documentation for a variety of processes, such as awards, evaluations, promotions, identifying training needs, corrective actions, and early intervention.

4. Environment

Administrative Services

Office of Technology

- Incorporated the “GoGreen” power-savings plan into all system builds.
http://www.indiana.edu/~sustain/Computing/sustainability_gogreen.html

Auxiliary Services

Food Services

- The IUPUI Foodservice team engaged with the urban garden program to offer farm-to-table menu items at the Chefs’ Table.

Track and Soccer Stadium

- Carroll Stadium underwent a major capital improvement via the installation of an NCAA approved turf field. Completed in May, this field has already begun to attract local, state, and national events for increased visitors to the IUPUI campus and city of Indianapolis.

Campus Facility Services

- With the support of campus administration and Treasury, facilitated the establishment of construction contracts with the University Architects office for qualified energy savings projects at four IUPUI buildings. Energy savings from this project will accrue from project completion for the rest of each building’s life.
- IUPUI joined the Indianapolis Power and Light Green Power Initiative by purchasing 10% of the electricity generated for IUPUI through renewable energy resources.

Environmental Health and Safety

- The campus recycling committee was reinvigorated with meetings held and a list of priorities developed. Herron School of Art and Design students conducted a survey of campus constituents to identify recycling barriers, and also developed a consistent recycling message to promote across campus. An evaluation was conducted for consideration of converting the campus recycling process to single stream.
- Space within the 1200 Waterway Blvd. building was converted to serve as the campus chemical waste accumulation/processing area to manage chemical wastes generated within the campus. Improvements to the Waterway facility included the acquisition of a self-contained, modular hazardous materials processing/storage unit and a number of ventilation, security and life-safety upgrades.
- The quarterly newsletter Lab Notes edited and produced by the Laboratory Safety Manager was revised to a digital format in 2011 and was upgraded to include links to current publications and documents relating to current topics in laboratory safety. This new format is paperless and provides our laboratory personnel with a resource to stay up to date on current topics and trends in laboratory safety. The link below allows viewing of the updated newsletter.
<http://mypage.iu.edu/~leestone/sp2012/Spring%202012.html>
- Successfully relocated the entire EHS department from the Union Building to Lockefield Village.

Human Resources Administration

- Offered Get Back on Your Bike program that involved 100 participants and led to an “Honorable Mention” status for our first year.
- Worked in collaboration with IUPUI Sustainability to promote recycling, energy conservation, proper disposal of toxic household waste and other topics.

Police

- On October 11, 2011 officers responded to Riley Hospital Dr. regarding a person attempting to take a scooter from a 7 year old girl while she was riding it. Responding officers were able to locate and arrest the person for felony robbery, felony battery, misdemeanor battery and public intoxication.

- On March 26, 2012 officers received a report of two people passed out in a vehicle in an IUPUI parking lot with no exact location provided. Upon locating the vehicle, officers found an unresponsive person. Officers removed the person from the car and started CPR including using an AED as well as securing the scene and other people involved. The Indianapolis Fire Department and Indianapolis EMS responded and transported the subject to a hospital accompanied by a police officer.
- On May 9, 2012 an officer was flagged down while patrolling the area of 1830 W. 16th regarding a man down. The officer performed CPR until other responders arrived and the man was transported to a hospital where he was admitted.
- On May 16, 2012 officers responding to a report of a person down, provided airway support and rescue breathing when the person stopped breathing. The person was breathing on her own again when EMS arrived.
- On June 12, 2012 officers responded to the University Library on a report of a person possessing flammable liquids on the third floor. Officers located the person, secured her and evacuated the building. IFD as well as IFD/IMPD arson investigators and K9s responded to investigate, secured the chemicals, and conducted a secondary search of the building. The building was reopened after searches were completed. The person was placed under Immediate Detention and transported to a hospital.

5. Resources

Administrative Services

Office of Technology

- Developed Finance and Administration SharePoint site with site locations for each unit within the division. Provided assistance to units with setup of their departmental site and the migration of data from physical server to SharePoint. Leveraging university enterprise resources; SharePoint allows for granular data administration and increased collaboration.
- Utilized “GoToAssist” software for remote problem resolution, when suitable to the situation. Remote resolution capability provides quicker service and more efficient resource management.
- Participated in beta testing for university-wide training database, E-Train, which will provide online accessible training for all IU employees. Initiated development plan to create Finance and Administration technical training for all users and some departmental-specific training.

Auxiliary Services

- The Auxiliary Services team has taken on the role of lead and/or partner in the hotel conversion project, providing strong resources for the areas of shutdown, food/dining, events, and meeting spaces.

Bookstore

- Based on student engagement and student need, Barnes & Noble@IUPUI responded with incentives for academic groups to participate in an Early Adoption Initiative. B&N provided opportunity for early course material selection giving student choices and producing student savings. Early submission increased from 18% of courses submitted spring 2011 to 39% spring 2012.

Card Services

- Increased awareness of the resources, vendors, conveniences, services, and discounts available from Jagtag to an estimated 3,000 students, faculty, and staff during the Weeks of Welcome JagPerks Fair. This event was a successful collaboration with the Office of Student Life and was doubled in attendance.

Campus Facility Services

- Developed an enhanced Campus Facility Services Training database to track various categories of training. Database functionality includes: a) training request form with appropriate routing hierarchy, b) assignment of training checklist by job code, c) reminders to staff for upcoming required training, d) the ability to measure by "percent of required training completed" by organization, unit or employee.
- Indiana University acquired 1430 Indiana Avenue. Campus Facility Services began managing it as a campus facility.
- Participated in design of the development of South Quadrangle of IUPUI campus. Project has been bid and agreements for managing infrastructure and grounds have been made. University Boulevard has been created as a thru street which will be managed by the university.
- Facilitated the completion of the first phase of Campus Space Assessment as it relates to campus-wide classroom adequacy and use.
- Completed space program for the relocation of Physical Plant building occupants and began examining space options.
- Convened teams for Facility Transition, Classroom Conversion and Parking Transition for the purpose of converting University Place to a student housing and classroom facility.
- Began efforts to analyze and plan for management of the facilities that belong to Wishard Hospital and that will be transferred to the campus 2014.

Environmental Health and Safety

- The Biosafety Technician has developed her skills and knowledge base to such a level that she was invited to be a full voting member on the IUPUI Institutional Biosafety Committee and the IU School of Dentistry Instructional Animal Care and Use Committee.

Finance

- The campus lead for the second round of benchmarking was provided by Finance. The areas reviewed with this benchmarking effort were: Payroll, Purchasing, Research and Finance. The campus lead ensured that responses were provided and reviewed for the campus for this project.

Bursar

- A **Credit Card Convenience Fee** was implemented effective August 1, 2010 for all tuition payments made with a credit card at IUPUC to mirror the change made at the Indianapolis campus in the prior year. This change resulted in a decrease in expenses for the campus of approximately \$150,000 for FY 2012. Students were encouraged to pay tuition bills via e-check that does not carry an associated fee.
- The internal **past due account collections** cycle was changed in FY 2012 to work past due accounts longer using Bursar staff before referring the accounts to external collection agencies. A higher ratio of past due accounts were successfully collected by Bursar staff versus prior fiscal periods, resulting in lower collection costs for the campus.
- Additional focus and resources were provided to assist with collections for non-student accounts receivable for FY 2012. This allowed for additional follow up on past due accounts.

Financial Services

- The Office of Financial Services **relocated from the Union Building to Lockefield Village**. In order to provide services to the campus community, a drop box was installed to facilitate the delivery of documents to Payroll and Human Resources.

Human Resources Administration

- Collaborated with no-cost groups in the community to offer free session on a variety of issues that affect all faculty, staff and students including disposition of non-cash estate items, and quick, healthy cooking.
- Implemented procedures for processing hiring documents that allow for maximum compliance with campus background check policy and federal I-9 compliance to minimize financial exposure to the university.

Police

- The police department has joined a multiagency training consortium that provides a wide variety of training and the use of state of the art training facilities. In addition to providing officer training, it allows our instructors to enhance their knowledge and training skills while benefiting from cost savings for training and facilities use.

6. Partnerships

Administrative Services

Office of Technology

- Partnered with IUPUI Campus Facility Services to establish a SharePoint procurement workflow. The process could potentially be incorporated in all of Finance and Administration to help with quality control and cost savings.

Auxiliary Services

- The Auxiliary Services administrative team has implemented an elevated collaborative partnership between the Auxiliary Services business units in the form of group promotions, events, planning, and communications maximizing the opportunity for increased revenue growth and meeting goals.

Center for Young Children

- The CYC continued impacting academic units providing an outlet for translating classroom learning into real-world, practical experiences. The partnership with the School of Health and Rehabilitation Sciences Occupational Therapy/Physical Therapy Program led to six (6) student internships and the School of Education partnership resulted in the hiring of two classroom assistants.

Mail Services

- Mail Service built strong relationships with five external and internal business partners, including Marion County Election Board, City of Indianapolis Purchasing Department, Marion County Clerk's Office, School of Nursing and the Equal Employment Opportunity Office resulting in both valuable positive community connections and increased revenue.

Natatorium

- The Natatorium and Carroll Stadium (Sports Complex) team is partnering with IUPUI Athletics, School of PETM, and Campus Recreation to build a strong collaboration as it relates to sporting events, optimizing physical space, enhancing the student experience (academic and extracurricular), and introducing new options for wellness and physical activity.
- IU Natatorium maintained strong partnerships with sports industry leaders such as USA Swimming, USA Diving, USA Synchro Swimming, and NCAA. Local and regional partnerships include athletic organizations such as Indiana Swimming, IHSAA, Carmel Swim Club, Hamilton Southeastern Swim Club, and the CYO.

Campus Facility Services

- Partnered with Finance and Administration Office of Technology to move the Parking and Transportation Services T2 Flex (parking system application software) data, which was stored on a Finance and Administration server, to T2 Systems, a third-party hosted environment, in pursuit of industry-standard Payment Card Industry-Data Security Standard compliance for credit card transactions for Parking & Transportation Services.
- Partnered with the University Architects Office to take full advantage of the flexibility in new legislation to allow for more streamlined construction bidding and award processes for campus construction projects up to \$150K compared to just \$50K previously.
- Partnered with the IUPUI Registrar's Office, University Information Technology Services and the University Architect's Office to develop the scope, schedule and priorities for classroom renovations to occur in summer 2012 using Student Fee Repair and Rehabilitation funding. Classrooms to be renovated are Business/SPEA 2nd floor and Engineering 3rd floor.
- Created temporary parking lots for NIFS' use during construction.
- Provided campus coordination for a phase of Ball Gardens' restoration implementation. It will be bid summer of 2012.
- Coordinated with Gene and Marilyn Glick Indianapolis Cultural Trail implementation teams to insure university's interests were represented. Trail has been completed and is in use.

- Parked Super Bowl attendees in under-utilized campus parking and coordinated facility use issues with University Place management.
- Partnered with Human Resources Administration to develop module to add to the Fundamentals of Supervision program. Supervisors and managers from CFS fully participated in sessions where the information was presented.
- Collaborated with many parties to devise a way to share the use of Campus Services #3 with Herron School of Art in order to expand their sculpture facilities. This required downsizing Campus Facility Services warehouse space. Phases to project include holding a special auction to decrease holdings and refurbishing 1200 Waterway so that it could accommodate the relocation of Campus Facility Services' storage and staging.

Environmental Health and Safety

- Conducted safety audits for the eight Regional Medical facilities across the State.
- In collaboration with Campus Facility Services, University Architects' Office, and IUB EHS developed and implemented an online safety training program for contractors working at IU.
- Worked with Campus Facility Services and University Architects' Office to assess the condition of the Lockefield Village Building. Identified all areas of mold within the building and developed an action plan for the mold removal. All floor tile and mold was removed from the building by EHS during a short time period.
- Collaborated with the School of Engineering Technology to develop a safety program for the mechanical laboratories to ensure the safety of staff and students.
- Collaborated with the Herron School of Art to develop a first aid kit program and training for all of the technicians
- Staff provided technical and regulatory compliance consulting services to the University of Southern Indiana (USI) in an effort to enhance regulatory compliance of Indiana School of Medicine research laboratories located on the host USI campus.
- The Biosafety Manager collaborated with the Office of Research Administration and assisted with coordinating efforts for the development of an updated Memorandum of Understanding between the VAMC and the IUPUI Institutional Biosafety Program and Institutional Biosafety Committee.
- Worked in collaboration with IU Bloomington Laboratory Safety and IU Emergency Management and Continuity to develop the Tornado Preparedness for Laboratories document which provides laboratories with guidance on how to respond to severe weather emergencies. The document can be viewed at the following link: http://protect.iu.edu/sites/default/files/Tornado_Preparedness_for_Laboratories_2_0.pdf
- Created four training programs in Adobe Captivate which are ready for implementation in the new E-train software. The training courses are: Laboratory Safety Refresher Training, Hydrogen Safety, Working Safety with Pyrophorics and Hydrogen Safety. These programs coupled with E-train will provide a flexible online training resource for all IUPUI laboratory personnel that can be taken as their schedule permits.
- Numerous groups were contacted and participated in the events for IUPUI's first Earth Month.
- The structure of sustainability committees was revised with several new committees, new committee chairs and members to represent the diversity of programs across campus and in the community that are involved with sustainability related issues.

Finance

Bursar

- Bursar/Financial Aid Services Cross-Module meetings were implemented in FY 2012. The meeting is a gathering of operational managers and subject matter experts from the two departments to discuss "front line" customer service topics. This has led to better collaboration between the two offices which ultimately benefits the students.

Human Resources Administration

- Had workshops to make staff aware of Fulbright award opportunities in collaboration with the Office of International Affairs.
- Collaborated with a variety of offices, including Enrollment Services, IUPUI Health Services, IUPUC, IUPUI Community Engagement, Marion County Extension Service, American Diabetes Association, Bicycle Garage Indy to promote health and wellness.
- This year a new structure was in place for negotiations with AFSCME who represents IUPUI's Service and Maintenance employees. The AFSCME locals at Bloomington, South Bend, and IUPUI were combined into a

single local with a single agreement. For some policies, we were able to create a unified policy for all three campuses; for others it was agreed to maintain the differences, which were due to structure, campus size, or organizational complexity. AFSCME ratified the agreement in May 2012.

Police

- In partnership with The Office of Research Administration-Radiation Safety and IU Health a Global Threat Reduction Initiative, a grant of approximately \$550,000 has been received for improving security around some of our radiation resources in facilities managed by Radiation Safety.
<http://nnsa.energy.gov/aboutus/ourprograms/nonproliferation/programoffices/officeglobalthreatreduction>
- In partnership with CFS Parking, CFS Grounds, University Place Hotel and Conference Center, IU Emergency Management and the Indianapolis Metropolitan Police Department provided planning and direct support for the 2012 Super Bowl and associated activities including the housing of the New England Patriots team and their families at University Place Hotel.