

University Services Goals

1. Improve customer service utilizing information and transparent processes.
(Subgoal topics: Marketing, branding, communications, public relations)
 - a. Business Services
 - i. Increase understanding of Business Services operations by conducting quarterly listening sessions with university fiscal officers
 - a. Quarterly survey of participants to ascertain improvement in communications and knowledge.
 - ii. Improve the procurement process by tracking and communicating purchase order cycle time.
 - a. Average time from requisition receipt to issuance of purchase order.
 - iii. Increase course material affordability options for students.
 - a. Faculty adoption rates by start of buyback each semester.
 - b. Rental title offerings as a % of title base.
 - iv. Help reduce the lead time for ISU Surplus pickup of excess property by training departments on proper completion of the excess property disposal form.
 - a. Reduce the lead time for Surplus pickup.
 - v. Improve customer awareness of products and services provided by Printing and Copy Services through marketing outreach.
 - a. Average % of services that customers report being aware of.
 - b. Department of Public Safety
 - i. *Develop and publish a monthly newsletter highlighting services (e.g., motorist assistance, SafeRide, ParkMobile pay application) provided by the department available to students/faculty/staff/public and how to access those services as well as featuring different employees from both police and parking services.*
 - ii. *Increase visibility by re-designing website to be more informative and user-friendly. Create more on-line processes for the public to provide information/feedback.*
 - iii. *Better utilize traditional and social media resources to provide useful information and safety tips.*
 - a. *Track number of hits on website and social media sites; track number of requests for motor assistance and SafeRide and average response times; track usage of ParkMobile app.*
 - c. Environmental Health & Safety
 - i. *Communicate regularly with campus community (deans, department chairs, PIs, etc.) regarding all aspects of EH&S Services.*
 - a. *Document and track contacts with clients by EH&S personnel relative to providing service, information or addressing a problem.*
 - ii. *Develop and update as necessary EH&S fee-for-services on our website*
 - a. *Monitor and report web traffic to our website at least annually.*

- iii. *Update EH&S customer satisfaction survey instrument regularly to ensure effectiveness.*
 - a. *Summarize customer satisfaction survey results each semester and report results to the campus community on our website. Report and follow-up on negative inputs.*
 - d. *Facilities Planning & Management*
 - i. *Improve communication with customers*
 - a. *Develop customer-driven communication objectives*
 - a. *Identify FP&M liaisons and/or implement periodic process owner's meetings with customers*
 - b. *Strengthen our training and communication efforts with Building Supervisors*
 - c. *Survey customers to improve FP&M website and external communication materials*
 - d. *Analyze environmental scan responses and actively use these to respond to negative inputs*
 - ii. *Improve work order scheduling process*
 - a. *Measure work order due date effectiveness*
 - b. *Respond appropriately to customer satisfaction survey results each fall*
 - iii. *Provide customers with information on how FP&M prioritizes and completes work to support the campus*
 - a. *Metric*
 - e. *Reiman Gardens*
 - i. *Provide excellent front of the house service to visitors.*
 - a. *Keeping track of visitor comments; occasional surveys*
 - ii. *Provide the best in visitor experience; meet a wide variety of needs including, but not limited to, tourist destination; source of inspiration, education and plant identification/knowledge/appreciation.*
 - a. *TripAdvisor and related online reviews; occasional surveys*
 - b. *Admission counts and revenue*
 - iii. *Provide superior education in botany, horticulture, conservation, sustainability and related topics as well as youth and family programming, photography, botanical arts and related areas. Provide topics of need and relevance.*
 - a. *Individual class surveys; attendance figures; revenue tracking*
 - iv. *Provide quality facilities and services to rental clients*
 - a. *Client interaction after event; follow rental evaluation (rating) sites on-line*
 - f. *University Museums*
 - i. *Create and implement a public relations/marketing plan and ensure a consistent institutional image is presented via all media – that of a contemporary, vibrant teaching/learning institution that is a department of ISU.*

- a. *PR work plan is created and implemented to include tasks, schedule, and role of new PR staff position and that of other staff.*
 - ii. *Conduct outreach and relationship building with ISU administrators, faculty, and staff through personal contacts, meetings, and presentations to further the mission and impact of University Museums within the campus community.*
 - a. *Annually respond to a 20 department and college requests for partnerships. Completion of 5 meetings with college dean and department heads annually. Document and track results.*
 - iii. *Create a friendly University Museums' atmosphere – visually, intellectually and physically accessible space that is relaxed, user-friendly, and conducive to learning. All staff will be customer-service oriented in UM spaces and at events, focused on campus audience and donor relationship building.*
 - a. *UM staff required to attend two two-hour trainings annually in customer relations. Conduct Visitor Satisfaction Survey on sampling, results are addressed in second two-hour training.*
2. Develop our workforce through training, mentoring, leadership opportunities and career planning.
(Subgoal topics: *Work-life balance, Recruitment and retention, Succession planning, Workplace culture*)
- a. *Business Services*
 - i. Encourage every staff member to attend or complete at least one topic-appropriate professional development opportunity each fiscal year.
 - a. % of employees completing.
 - ii. Require supervisors to participate in at least one supervisory or leadership training each fiscal year.
 - a. % of supervisors completing.
 - b. *Department of Public Safety*
 - i. *Provide 3 leadership training opportunities to all departmental employees.*
 - ii. *Establish criteria and methods for recognizing employees' efforts/achievements.*
 - iii. *Invite University HR to hold informational meetings to discuss benefits available to employees that they might not know.*
 - iv. *Follow up on employee evaluations on a quarterly basis to promote individual growth and development.*
 - c. *Environmental Health & Safety*
 - i. *Promote participation in healthy lifestyles.*
 - a. *Survey staff for exercise and relaxation activities.*
 - b. *Track participation in healthy activities on a quarterly basis with a goal of 75% participation.*
 - ii. *Align with campus resources having common goals of well-being and injury and illness prevention.*

- a. *Provide quarterly informational staff learning sessions to introduce campus resources for employees.*
 - b. *Quarterly attendance to learning sessions will include at least 75% of EHS staff.*
 - iii. *Provide an opportunity for every EH&S personnel to attend a training session, workshop, conference or professional meeting in their area of expertise at least annually.*
 - a. *Document and track employee attendance at relevant professional session and report results (% of staff completion annually).*
- d. *Facilities Planning & Management*
 - i. *Conduct a training needs assessment of all staff to be used to assess training needs and program development*
 - a. *Training Hours by Year and Training Type – Goal is XX hours of training per year and an FP&M completion rate of XX% of required training*
 - b. *Develop and implement an action plan based upon results of the Training Needs Assessment*
 - ii. *Conduct an all employee survey every two years.*
 - a. *Survey completion rate greater than XX%*
 - b. *Publish FP&M employee survey results*
 - iii. *Maintain an employee turnover rate of less than 10%.*
 - a. *FP&M Employee Turnover to Budgeted Filled Positions and ISU FP&M Turnover Reason Breakdown*
 - iv. *Implement the Leadership FP&M series to develop better leaders within FP&M and prepare for the future*
 - a. *2016-2017 class is the pilot group for this new initiative. Data is currently not available. Target is to conduct one Leadership FP&M series per year*
- e. *Reiman Gardens*
 - i. *Maintain a team based environment with open dialog and equal representation encouraged and supported.*
 - a. *Input on how to measure successful team building and operation would be welcome.*
 - ii. *Provide opportunities for professional development and personal/professional growth for all staff; provide budget for opportunities with fees/costs; encourage and support supervisors in taking leadership training programs.*
 - a. *Record professional development completed*
 - iii. *Organize and support a Wellness team that provides planned opportunities for wellness of mind, body and spirit; provide budget for planned wellness opportunities on-site and off. Continue a close relationship with HR and related departments; encouragement to staff to utilize.*
 - a. *Input on how to measure the success of wellness initiatives would be welcome.*
- f. *University Museums*
 - i. *Maintain professional museum standards and ethics for staff and operations.*

- a. *UM staff will attend and participate in one professional museum conference (or equivalent) annually.*
 - ii. *American Alliance of Museums (AAM) re-accreditation application process and compliance work for 2019 submittal and 2020 site visit.*
 - a. *Complete extensive self-study in 2018, host review team site-visit in 2019-2020, and achieve re-accreditation in 2020.*
 - iii. *Apply the highest standards and practices in the administrative, funding and facility operations areas to ensure University Museums' sustainability and high-impact, high-quality results.*
 - a. *Each UM staff member completes one leadership training annually. General progress towards implementation of positive procedural changes.*
 - b. *Annually each UM staff member attends one professional session/workshop related to their field.*
3. Provide a safe, secure, supportive and inviting environment.
(*Subgoal topics: Engagement, curricular and co-curricular experience, Physical, emotional and intellectual environments, Stewardship*)
- a. Business Services
 - i. Provide clean, safe shop areas for staff in UTS, Printing and Logistics & Support Services.
 - a. Number of days without injury.
 - b. Total number of injuries per fiscal year.
 - ii. Become better prepared to recognize, assess and respond to potential workplace threats.
 - a. Participation in Violent Incident Response training by ISU Police Dept.
 - b. Participation in threat assessment and reporting training.
 - iii. Improve campus safety by reducing number of freight/large vehicle deliveries on campus by greater utilization of Central Receiving Facility.
 - a. Number of freight deliveries (stops) per day
 - b. Department of Public Safety
 - i. Increase officer visibility.
 - a. Implement a foot patrol program, and obtaining and staffing officer space in the Parks Library.
 - ii. Host events to provide opportunities for students/faculty/staff to interact with Public Safety staff.
 - a. Coffee with a Cop, Outreach events, Management team monthly lunches with various campus leaders/deans, Citizen police academy.
 - iii. Expand SafeRide usage.
 - a. Continue to increase usage while keeping wait times to 20 minutes or less.
 - c. Environmental Health & Safety
 - i. Assist campus groups to develop and implement emergency plans and procedures.

- a. *Identify 4 emergency support functions (ESFs) for review annually.*
 - b. *Update coordinating and supporting unit information for the specific ESF.*
 - c. *Complete edits to ESFs as necessary.*
 - ii. *Ensure that all pertinent rooms on campus have Emergency Action Plan or Emergency Response Guide installed.*
 - a. *Inventory installations, institute annual inspections and report findings at least annually.*
 - b. *Report on installation progress at least annually.*
 - iii. *Develop and conduct emergency preparedness drills and exercises for units on campus in support of ISU Emergency Operations Plan (EOP).*
 - a. *Document and track drills & exercises annually and post summary on website.*
- d. *Facilities Planning & Management*
 - i. *Recommission three building HVAC systems per year.*
 - a. *Monitor and track number of recommissioned buildings*
 - b. *Report items requiring repair and adjustment*
 - c. *Report items corrected*
 - d. *Monitor work requests*
 - e. *Monitor energy use*
 - ii. *Improve safety culture*
 - a. *Monitor Monday building inspections*
 - b. *Report items requiring action*
 - c. *Report items corrected*
 - d. *Training?*
 - iii. *Lighting Improvements*
 - a. *Metric*
 - iv. *Sidewalk repairs*
 - a. *Metric*
 - v. *Sustainability.....?*
 - a. *Metric*
- e. *Reiman Gardens*
 - i. *Continue to support the Reiman Gardens Safety Team; support annual presentations of safety to staff; support safety training where needed, required and appropriate. Safety team will continue to evaluate, mitigate and alleviate any potential hazards to visitors and end-users of the ground and facilities.*
 - a. *Record of accidents from University, Workman's Comp, our own records, etc.*
 - ii. *Encourage and require participation in all University and relevant outside training programs addressing workplace issues such as harassment, discrimination, work place stress and threats, etc. as well as the positive programs of team building, relationship building, etc.*
 - a. *Tracking and recording training and related programming completed.*
 - iii. *Continue to present safety issues, concerns, processes, training, etc. at all-staff meetings as programs*

- a. *Recorded*
 - iv. *Continue our excellent relationship with ISU DPS, EH&S, HR and related departments.*
 - a. *Recorded*
 - f. *University Museums*
 - i. *Acquire art and cultural collections that strengthen current University Museums collection areas and sustain and enhance an intellectually stimulating environment and supportive university community.*
 - a. *Process all Art in State Buildings projects and install 4-6 Art on Campus projects.*
 - b. *Annual acquisition of one work of art as a result of the Diversity in Art course. (if funded)*
 - ii. *Provide ISU student contact and participation opportunities with University Museums programs.*
 - a. *Plan and implement 50 public programs (outside of classwork) annually.*
 - iii. *Continue UM internships and student employee programs*
 - a. *Employ 5-8 student interns per semester. Internship evaluations and exit interview completed.*
 - iv. *Plan and implement interpretive programs and exhibitions that emphasize interdisciplinary, diverse, and inclusive learning engagement.*
 - a. *Tracking of exhibitions and programs achieving diversity and inclusion benchmarks.*
 - b. *Teach Diversity in Art course annually and curate one exhibit, curate five ReACT exhibits annually in CPAM.*
4. *Develop, operate and maintain an integrated infrastructure for a world-class campus.*
 - a. *Business Services*
 - i. *Lead team of ISU Risk Management Information System (RMIS) users and growing an understanding of the RMIS' capabilities.*
 - a. *Utilization of RMIS – Number of incident reports*
 - ii. *Support the Workday implementation process by participation in discovery/implementation sessions and providing information and feedback.*
 - a. *Participation in system development activities.*
 - iii. *Expand the utilization of UTS Reservation System that allows 24/7 availability to reserve, cancel or change a vehicle rental reservation.*
 - a. *Number of additional functions of the system adopted to increase productivity.*
 - iv. *Deliver procurement solution to help faculty and staff acquire products and services they need in a fast, efficient and responsible manner.*
 - a. *Increase number of cyBUY catalogs*
 - b. *Increase number of cyBUY transactions*
 - c. *Increase cyBUY spend.*

- v. Develop online portal for the efficient and effective management of the Youth Program registration processes.
 - a. Beta testing by early FY18.
- b. *Department of Public Safety*
- c. *Environmental Health & Safety*
 - i. *Collaborate with service units to streamline activities and avoid duplication of efforts.*
 - a. *Share significant inter-unit activities at the weekly Division meeting.*
 - ii. *Remove hazardous wastes from campus facilities within 5 days of receiving request from campus units.*
 - a. *Track requests from operations on campus to determine if all requests are fulfilled within 5 days. If not, document how discrepancy was handled and what adjustments were made to rectify the situation.*
 - iii. *Document all fire safety violations after each Fire Marshal inspection visit and share with pertinent units.*
 - a. *Track and verify that discrepancies were properly corrected and report progress at least semiannually to pertinent units.*
- d. *Facilities Planning & Management*
 - i. *Develop Capital Renewal process identifying and prioritizing projects*
 - a. *Develop a collaborative process for allocating funds*
 - b. *Develop a collaborative process to prioritize projects*
 - c. *Monitor project completion and report to oversight committee (MIC)*
 - d. *Monitor project budget to actual cost and report to oversight committee (MIC)*
 - ii. *Collaborate with service units to streamline activities and avoid duplication of efforts.*
 - a. *Assist Transportation Services with review of fleet maintenance strategies, identify duplication of efforts and cost efficiencies.*
 - b. *Review sign shop enterprise with Printing Services for duplication of efforts and cost efficiencies.*
 - iii. *Integrate technology with campus community to improve efficiency and cost*
 - a. *Upgrade and/or replace FAMIS*
 - b. *CentricProject*
 - c. *25Live Room Scheduling upgrades*
- e. *Reiman Gardens*
 - i. *Continued and ongoing evaluation of and remedy for appearance, degradation and deterioration of grounds and facilities to ensure the public perception is always of high quality.*
 - a. *Evaluative public reviews on sites such as TripAdvisor; admission revenue and numbers.*

- a. Number of student employees
 - b. Number of internships
 - ii. Assist departments to meet operational need for vehicles by increasing their understanding of the value of annual rentals.
 - a. Increase in number of yearly rentals
 - iii. Provide Business Ethics Awareness training to campus through Learn@ISU.
 - a. Number of participants.
- b. *Department of Public Safety*
 - i. *Increase training opportunities to university students and employees on a regularly scheduled basis on an array of topics including (list is not all inclusive): VIRT, SART, Emergency preparedness, Active shooters.*
 - ii. *Develop a departmental wellness committee responsible for organizing activities/competitions/incentives to promote healthy lifestyles and reduce absenteeism.*
- c. *Environmental Health & Safety*
 - i. *Develop and publish EH&S training modules to help educate and inform the campus community on issues related to the environment, health and occupational safety.*
 - a. *Track training modules developed or modified annually.*
 - b. *Track and report on number of modules completed by campus community as well as off-campus entities annually.*
 - ii. *Create and implement learning assessment tools for EH&S online training modules.*
 - a. *Track, summarize and report training satisfaction surveys. Document follow-up of any relevant negative comments received from participants.*
- d. *Facilities Planning & Management*
 - i. *Increase collaboration with classes*
 - a. *Metric*
 - ii. *Promote sustainability -- foster a community that sustains ecological systems and educates campus citizens about environmental awareness, local action, and global thinking*
 - a. *Promote environmentally sound practices as a core value of the University*
 - b. *Communicate ISU's sustainability successes and challenges*
 - c. *Recommend sustainable policies and processes appropriate to ISU*
 - iii. *Positively impact employee's lives with pizza lunch fundraisers to help in times of need.*
 - a. *Metric*
 - iv. *Provide a pleasing campus environment*
 - a. *Metric*
 - v. *Improve Sightlines campus inspection ratings*
 - a. *Metric*
- e. *Reiman Gardens*

- i. *Continue to provide and expand educational offering to campus and public; ongoing analysis of needs, requests and partnerships to provide offerings.*
 - a. *Class and event individual surveys; number of events/programs/partnerships*
 - ii. *Continue to develop grounds to provide respite, inspiration, education, sanctuary, tourism-based destination, therapeutic wellness, etc.*
 - a. *Admission numbers and revenue; ACVB statistics*
 - iii. *Continue to expand awareness of Reiman Gardens beyond campus and the Ames community*
 - a. *Marketing firm analytics, admission pass counts from promotional events*
- f. *University Museums*
 - i. *Support academic departments across campus through curriculum specific engagement in University Museums led teaching focused on objects and developing visual literacy skills.*
 - a. *Increase annual total student participation in curriculum specific projects from 8,500 currently to 10,000 by 2022.*
 - ii. *Schedule, curate, organize and present changing exhibitions from permanent and loaned collections annually – include strategy to "mix it up" in terms of topics, collections, and sources.*
 - a. *Curate and present 10-16 exhibitions at UM sites annually. Conduct 2 surveys a year for targeted interest group feedback; self-evaluations by UMAC and staff. Track attendance.*
 - iii. *Assess and evaluate University Museums' campus and community positioning, exhibition and program impact through a formal University Museums evaluation plan.*
 - a. *Develop, conduct and assess results of arrival experience, tour feedback, curriculum integration and membership survey. Amend programming in response to feedback as staff time and funding allow, goal to incorporate 2-4 changes annually.*