

# DIVISION OF BUSINESS & FINANCE



**Fiscal Year 2020**  
Review of Accomplishments



# DIVISION OF BUSINESS & FINANCE

## Vision, Mission and Values



### Our Vision

The VISION of Business & Finance is to be the leader in managing financial and human resources for the University community through exemplary business practices.

### Our Mission

The MISSION of Business & Finance is to advance the educational and research vision of the University of Memphis through operational and service excellence, and responsible stewardship of University resources.

### Our Values

Student Success, Service, Innovation, Diversity and Inclusion, Accountability, Collaboration.

## // Executive Summary

The Division of Business and Finance (B&F) is pleased to share our review of Fiscal Year 2020. This was a year that led to several significant accomplishments, particularly in terms of student success and related fiscal initiatives and a continued improvement in the overall financial position of the University. It also presented us with unprecedented challenges through the rapid changes and a plethora of issues related to COVID-19 which was uncharted territory and one that will continue to present many challenges as we move into FY and AY 2021.



**Raajkumar Kurapati**  
Executive Vice President for  
Business & Finance and  
Chief Financial Officer

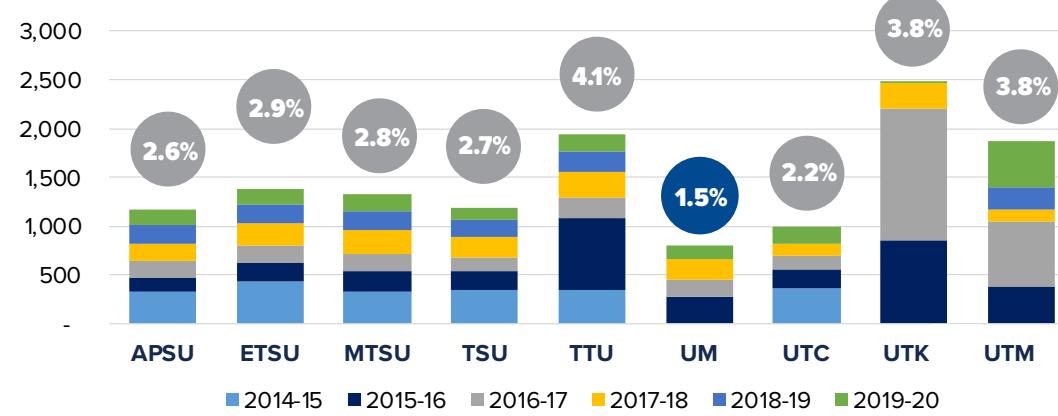
With many B&F employees deemed “essential” due to the critical services we provide, I want to start by expressing my sincere appreciation and note how pleased I am with the leadership, hard work, dedication and resilience demonstrated by our colleagues. It is because of their hard work and dedication that we were able to ensure the continuous and safe operations of our University during the pandemic.

Although we’re an administrative division that focuses primarily on the various functions which support our academic, research and service mission, we continue to be actively engaged in initiatives to support student academic success and our march toward Carnegie R1 status. On the student academic success front, we articulated and presented numerous enhancements to our tuition and fee structure and successfully implemented such on approval by our Board of Trustees. Some of these major initiatives include:

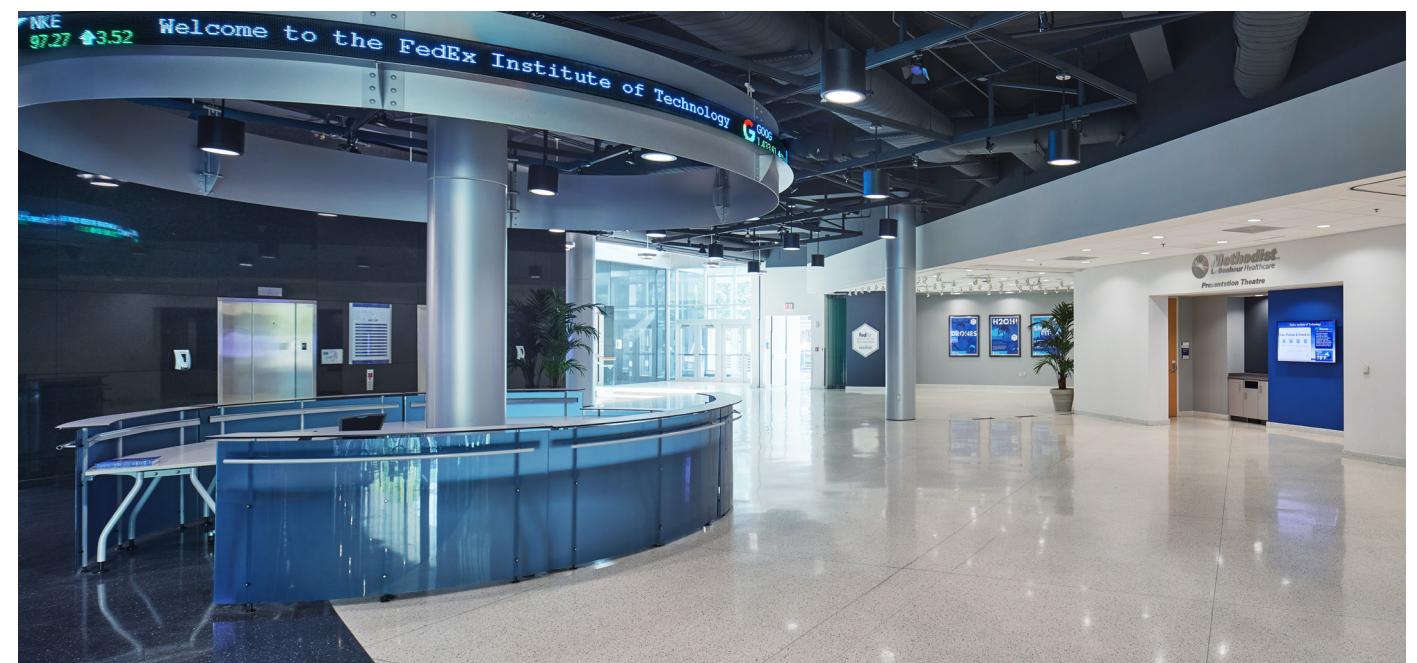


- » The Guaranteed Tuition Plan
- » Cap on tuition at 12 SCH for undergraduates and 10 SCH for graduates (resident students)
- » Restructure of the Law School tuition rates and related cap on tuition (resident students)
- » Continued progress toward a simplified fee structure (reduced online fee by 50% and moved to a SCH fee structure – University Services Fee)

## TOTAL TUITION INCREASE OVER 7 YEAR



- » Implementation of a guaranteed tuition plan.
- » Setting a tuition cap for Tennessee residents. For undergraduates who take more than 12 hours, additional credits are free. For graduate students who take more than 10 hours, additional credits are free.
- » Establishment of uniform tuition rates for online and on-campus courses.
- » Simplification of the student fee structure to reduce and then eliminate the online course fee over the next couple of years, and move to a standard per credit hour structure applicable to all courses.
- » Adjusting rates for non-resident and international students to enhance enrollment.
- » Capped tuition rates for TN resident UofM Global students to expand our online programs to students who wish to pursue higher education online.



**T**hese changes were received very positively as confirmed by the feedback we received from our students and evidenced by increases in enrollments over the prior year, particularly in our out-of-state and international student population. Further, our concentrated strategic efforts to grow our international student population projected a YOY (AY19 to AY20) increase of 16.5% in international enrollment with international graduate student growth at a remarkable 32.3%. Even though COVID-19 changed the course of international growth, we are well positioned to continue this trend. International students are critical to our campus for enhanced diversity, increased enrollment in STEM research toward Carnegie R1 status, and revenue generation which helps to offset tuition increases for our Tennessee resident students.

The strategies implemented on the international and out-of-state front have proven to be extremely strategic and critical given the significant increase in enrollments in these student populations during a time when enrollments broadly were challenged

in the State of Tennessee and nationally. This is no more evident than now with these student groups making a significant contribution to bridging enrollment and related financial gaps in FY20 and subsequently those presented by COVID-19 (summer and fall 2020).

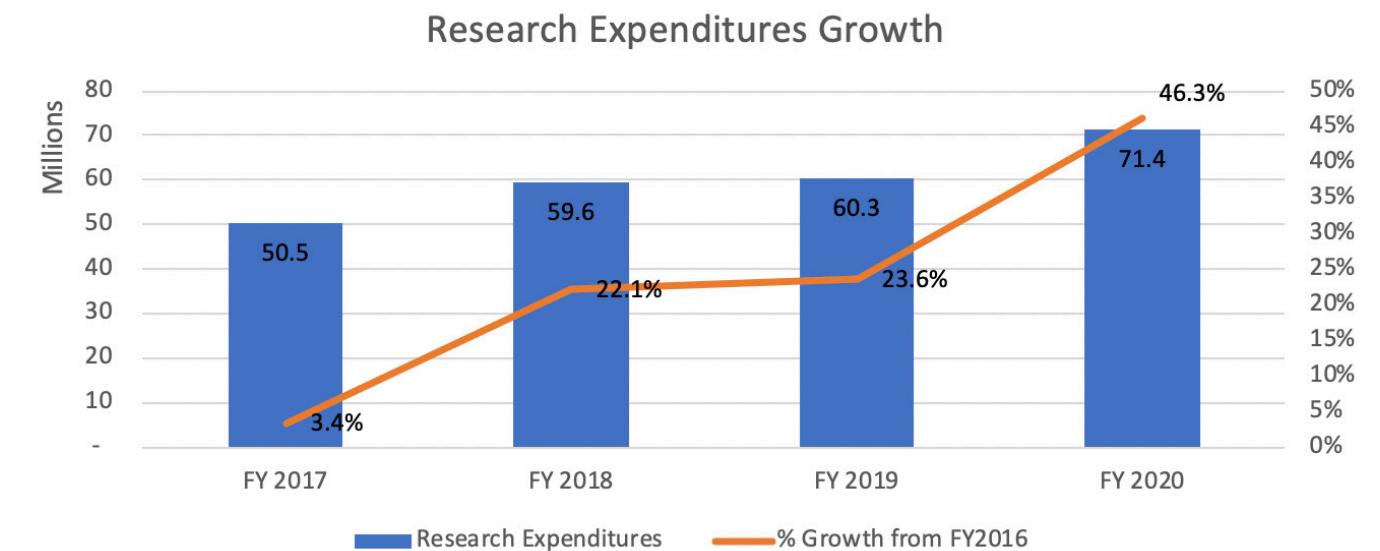
On the research front, in support of our march toward Carnegie R1 designation, B&F made the following contributions:

- » Launched an extensive review of expenditures and related accounting which resulted in the capture of several millions in previously under-reported research expenditures
- » Identified and addressed the appropriate classification and accounting of graduate and research assistants in the appropriate residency classifications and captured related research costs/investments
- » Developed our Indirect Cost Proposal to confirm that our F&A rates reflect the growth over the past six years (last time they were negotiated was in 2012) and appropriate IDCR reimbursements to the institution (to be finalized in FY21)



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**R**esidence life and student housing was also a focal point as we worked to increase and improve occupancy and overall management of our existing housing stock. In addition, we are actively working to increase our overall housing offerings to meet growing student demand and changing preferences through private partnerships that pose minimal financial risk to the University. Upon acquisition of Housing & Residence Life by Business & Finance last year, efforts were immediately made to reverse a very concerning trend of a drop-off in student occupancy resulting in unsustainable financial results, especially given the debt service commitments. As a result of these efforts, our occupancy for AY20 was the highest level documented. This translated into a \$2.2M increase in revenues (FY19 \$14.2M vs. FY20 16.4M) and a \$1M net improvement in year-over-year net financial performance.

We continue to actively work on the new student housing development on Deloach Street and look forward to the opening of "The Central at Memphis" on Deloach Street in fall 2022, a 500+ bed facility in partnership with the Stella Group.



**B**usiness & Finance also assumed oversight of our campus food services last year. Our inaugural year partnership with Chartwells food service provides a renewed source of energy on campus with several new venues, vastly improved customer service and student engagement opportunities such as the newly popular “Teaching Kitchen” concept. The overall contract valued at \$53M over term includes a one-time cash payment of \$1.5M, which was used to boost our institutional reserves, as well as multimillion-dollar investments in new equipment and facilities by our dining partner.



Further, we completed and/or made significant progress on numerous capital construction, maintenance, and facilities lease projects, including:

**Land Bridge and Parking Garage**

**Football Indoor Practice Facility**

**Wilder 12th Floor Recruitment Center**

**Patterson Realignment**

**Student Wellness Center**

**Scheidt Family Music Center**

**STEM Research and Classroom Building**

**Lighting Updates**

**Stella Housing Development on Deloach**

**Hardwood Lease**

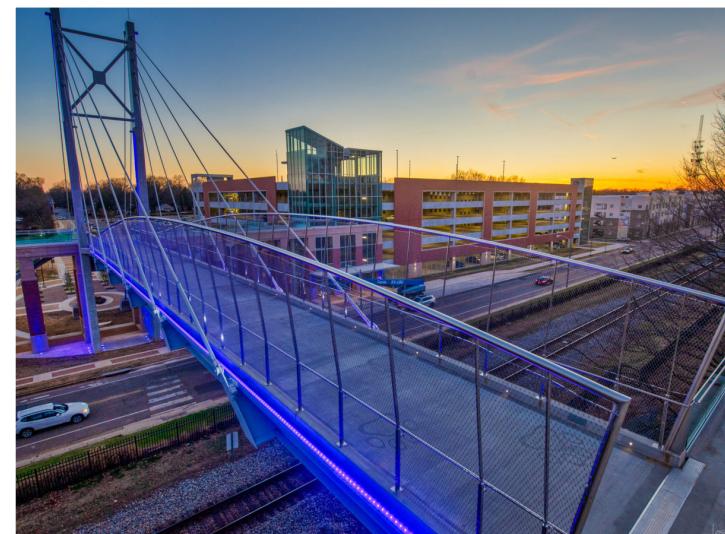
**Expansion plans for UMRFV in Defense Audit Building**

**Culinary Institute – Germantown Parkway**

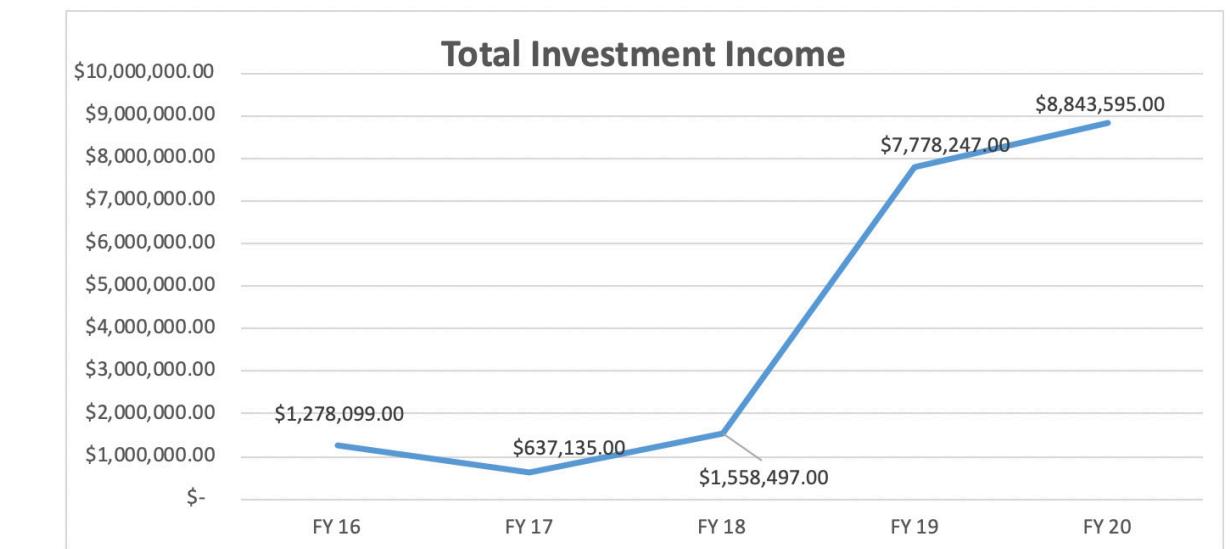
**R. Brad Martin Student Wellness Center**



**These additions/improvements to our campus demonstrate our continued commitment to provide an inviting physical environment with first-class facilities and vibrant campus life which directly contribute to student academic success and research vision of becoming a Carnegie R1 institution.**

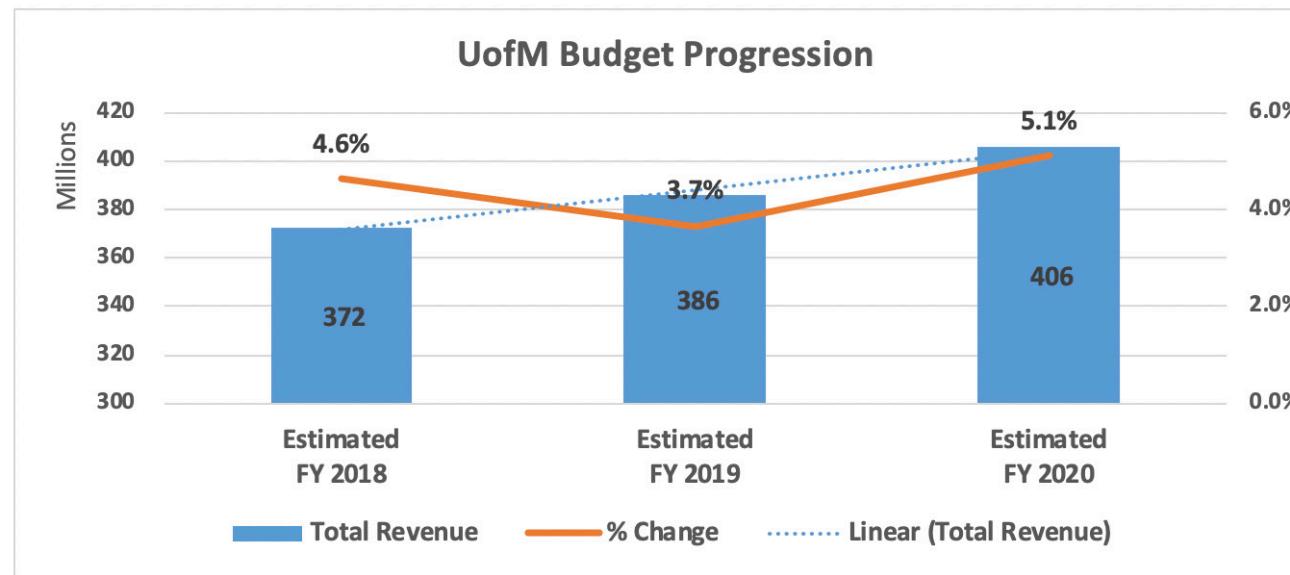


Fiscal sustainability and diversification of our revenue streams and reducing costs by implementing new technologies to realize operational efficiency continues to be a primary goal within the Division. On this front, we implemented various initiatives and strategies:



- » Improved upon changes to our investment strategies on our cash pool launched in FY19, consisting of a policy adjustment which expands our investment vehicles to include mortgage-back securities, resulted in additional increases in our investment earnings — \$8.8M in total investment earnings and a net realized income of \$5.3M.
- » Implemented new credit/debit card payment procedures that realized a savings of over \$500,000 which will continue to be realized on an annual basis.
- » Expansion of the Procurement Card program and selection of a new banking partner yielded \$52,000 in rebates, an increase of \$40,000 over the prior year, and transitioning vendor payments in excess of \$3.5M to virtual card added another \$128,000.
- » Establishment of the Auxiliary Services Foundation to support various initiatives, a discrete component unit with assets totaling \$5.7M as of June 30, 2020.
- » Successfully negotiated and included the Herff Trust Assets in our financial statements as a blended component unit, resulting in a net increase in \$26M in assets.
- » Implementation of Chrome River and introduction of travel cards in FY21 will further increase this rebate revenue while provide administrative cost saving and lessen the out-of-pocket burden on our employees.
- » Our auxiliaries also continue to provide a profitable return to the University and we were on track for a notable year prior to the pandemic. Additionally, Conference and Event Services implemented a new marketing strategy, resulting in a 46% increase in contracted sales. These sales were unfortunately affected by COVID. This area, however, demonstrated their ability to rise to the challenge and find creative, strategic ways to increase revenue.

The combined effect of actions is demonstrated by the overall revenue experience (budget growth) and a significant appreciation of the University's CFI score, demonstrating further the financial strength and stability of the institution.

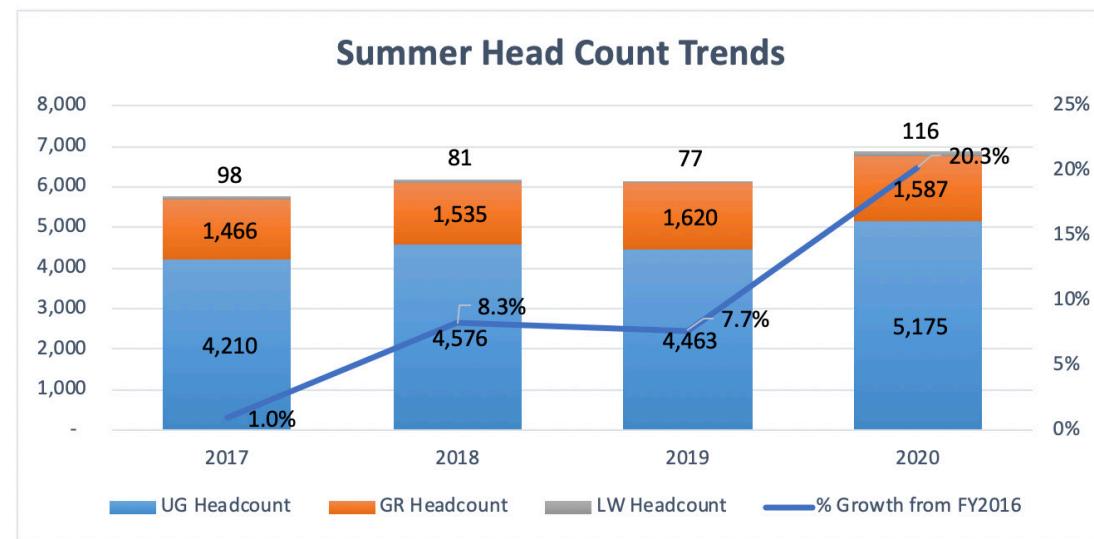


With the onset of the COVID-19 pandemic, the last quarter of FY20 presented the division with unforeseen circumstances and the need for immediate action. I am extremely proud of how tirelessly our colleagues in the division worked to support the transition of students to remote learning while developing work plans for our essential and non-essential employees. They also rose to the challenge of providing a safe and secure environment for students who remained in our residence halls and the essential employees who remained on campus.

#### On the financial front:

- » We processed over \$4.08M in student refunds for parking, housing and dining.
- » \$7.8M in direct student payments from HEERF CARES Act funding.
- » Minimized losses on the food services front through a strategic partnership with the Shelby County Schools & YMCA to provide meals for school children and community members displaced by the pandemic. This partnership resulted in over a million meals being served over the course of just a few months.
- » Implemented several initiatives to support our students over the Spring and Summer:
  - » Waived \$50 UofM online fee for summer 2020 courses (up to 6 credit hours).
  - » Continued to pay student workers who were no longer able to work on campus.
  - » Expanded the 2+2 program.

These initiatives resulted in record summer enrollments with YOY growth of approximately 18% in student credit hours. These were impressive results considering this was in the middle of a pandemic when most of our peers saw a significant drop-off in enrollments.



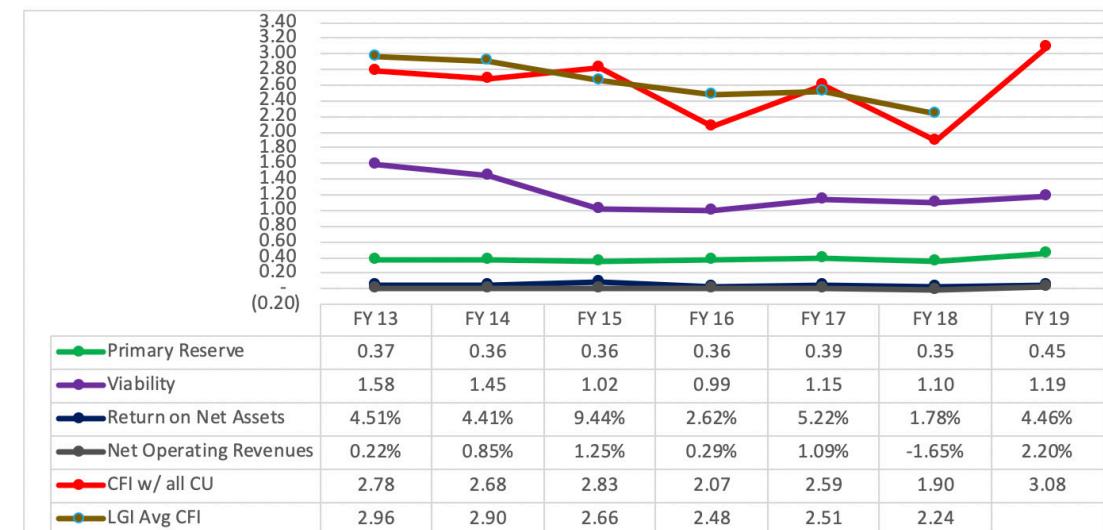
Business & Finance played an instrumental role in developing the “Return to Campus Plans” for our workforce and facilities. All areas of Business & Finance were critical during this time and performed great work, demonstrated by the smooth flow of campus operations.

Finally, needless to say, the financial challenges presented by COVID-19 for FY20 were numerous and significant and continue into FY21. We were faced with the budget gap of over \$27M for this fiscal year but were able to successfully address a vast majority of this budget gap by:

- » Leaning strategically into the federal support provided under the CARES Act
- » Immediately adjusting operations of various enterprises to ensure we managed such to minimize negative impacts
- » Adjusting campus operations to realize savings given limited use of facilities, included strategic management of energy usage
- » Centralizing procurement activities to ensure expenditures were limited to needs vs. wants, again to maximize cost savings and minimize expenditures
- » Strategically moved additional cash flow flexibility into investments to maximize earning, resulting in the highest level of investment earnings in the University’s history at approximately \$8.8M
- » Instituting a hiring moratorium and managing vacancies and attrition to realize costs savings, given personnel costs account for 78% of our overall budget

These proactive and urgent actions have allowed the University to avoid layoffs, furloughs or other more drastic measures to manage this budget gap. We fully expect to close out FY20 in good financial standing in spite of the budget gap. This is clearly demonstrated in our ability to lean on our one-time flexibility to address FY20 budget gaps and preserve our strategic reserves, growing them to the highest levels in our institutional history. This should be clearly reflected in our continued overall CFI Score once our FY20 financial statements are finalized.

### (CFI) – HISTORICAL TREND



I would like to close by again expressing how proud I am of my colleagues in Business & Finance, as without their hard work and dedication we would not have been able to boast of the many accomplishments in FY20. We look forward to continuing to support all financial, human and physical needs of our campus. Go Tigers!



# DIVISION OF BUSINESS & FINANCE

## FY20 ACCOMPLISHMENTS



# STUDENT SUCCESS.

**WE PROVIDE EVERY STUDENT WITH THE OPPORTUNITY TO EXCEL**

- 1.** Implemented new tuition structure to include:
  - » Lower rates for non-resident and international students
  - » Guaranteed tuition
  - » Uniform tuition rates (on-line vs. on-campus), capping credit hours for Tennessee residents
  - » Online course fee reduction from \$100 to \$50 per credit hour
  - » Simplification of fee structure from Program Service Fee to University Service Fee
  - » Reduction in out-of-state tuition for Law School
- 2.** Made substantial progress or completed numerous construction/campus improvement projects benefiting student life and academic success, including:
  - » Land Bridge and Parking Garage
  - » Student Wellness Center
  - » Patterson Realignment
  - » Indoor Practice Facility
  - » Lighting Updates, Empower Funds
  - » Scheidt Family Music Center
  - » Wilder 12th Floor Recruitment Center
  - » STEM Research and Classroom
- 3.** Completed planning including schematic designs, images, estimates, facility plans, designer selection and SBC approvals to proceed for the following projects:
  - » Lambuth Medical Renovations
  - » HVAC Replacement – Clement, Ball
  - » Capital Budget Request – completed on time, and four projects totaling \$15M in capital maintenance dollars were funded.
  - » Middle School
  - » Utility Map Updates

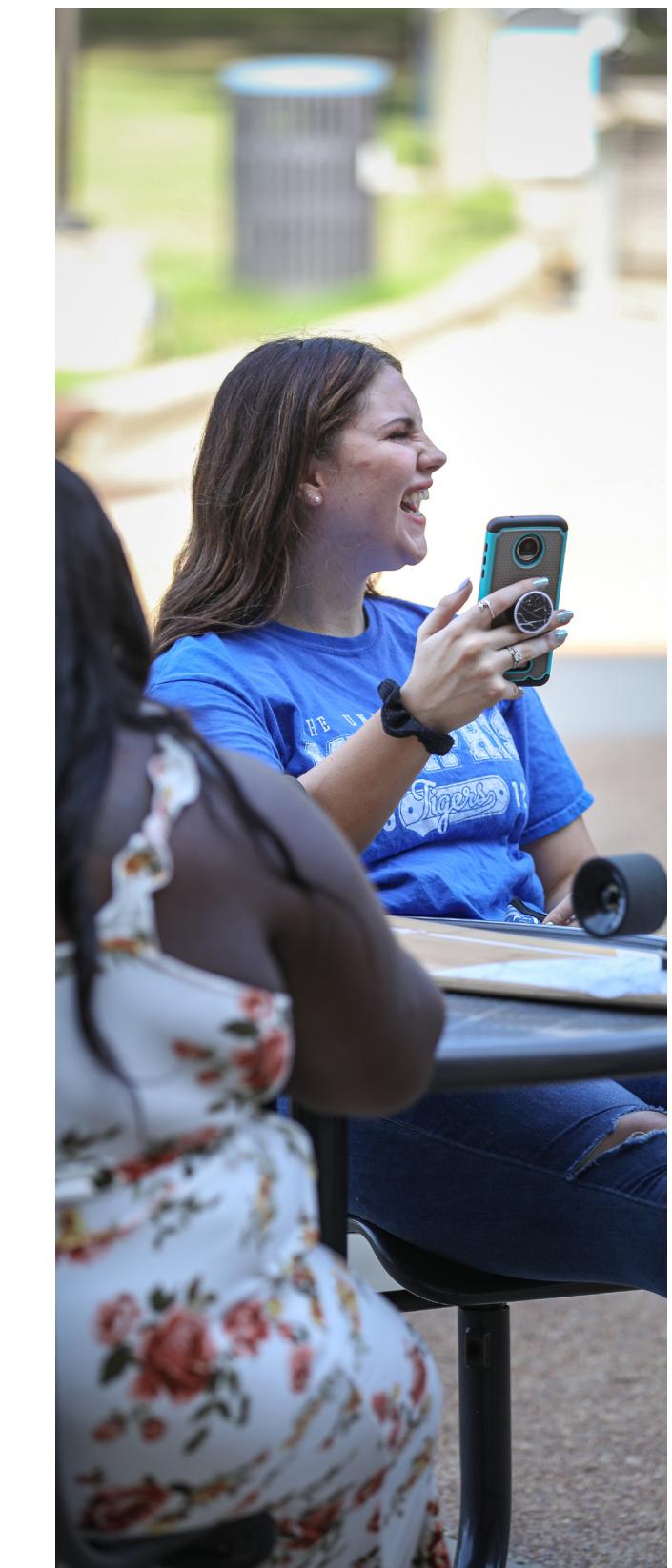




- 4.** Directly supported students during the spring 2020 COVID-19 pandemic and rapid shift to online instruction/operation:
- » Maintained residence hall operations to support approximately 740 students. Students were able to use services with limited instances related to rule violations.
  - » Processed over \$4.8M in student refunds for parking, housing, and dining.
  - » In accordance with the CARES HEERF Emergency Funds, processed \$7.8M in direct payments to over 15,800 students.
  - » Waived \$50 UofM online fee for summer 2020 courses for a savings of \$300 if taking a 6-credit hour load.
  - » Developed and implemented a methodology of paying student/hourly GA employees a minimum amount for the second half of the Spring semester due to COVID related work restrictions.
  - » Implemented shift changes with Police Services to provide more flexibility to address immediate needs related to crisis and event schedule.
  - » Assisted various departments with precautionary methodologies for safe practices utilizing Health & Human Services' CDC and National Institutes of

- 5.** Spearheaded international recruitment efforts to include India to increase enrollments in STEM program.
- » Current Fall '20 international enrollment shows a YOY increase of 41.3%. This is a major accomplishment as the international enrollment has been significantly impacted by COVID 19.
  - » Current Fall '20 graduate international enrollment shows a 89.4% YOY increase. The focus of our International recruitment has been in Graduate programs.
- Health (NIH) guidelines**
- » Conference and Event Services implemented virtual student employee mentorship program to foster continued engagement with external clients and continued learning for student employees
  - » Coordinated with CIES on six food drives to ensure our International students did not face hardship for food due to cancelled internships and raised over \$25,000 for the International Student Emergency Relief Fund to support International students.

- » Coordinated with Process Improvement, Grad School and CIES to ensure smoother processes for admitting international students and issuing their I20s. The processes instituted cut down the processing times significantly.
  - » Strengthened the relationships with our recruiting agents by conducting five webinars for agents, their employees and admitted students.
- 6.** Restructured the drop for non-payment process with an early outreach approach; combined housing, dining, and tuition/ fees into a single payment plan. For Spring '20, resulted in a 12% increase in payment plan enrollees and a 51% decrease in the drop activity.
- 7.** Developed training module for Graduate Assistant Contract Processing. Collaboration was developed with the Graduate School, Financial Aid/Scholarship and USBS Office.
- 8.** Implemented Follett Discover which is an online method for faculty to review and conveniently adopt course materials. Follett Discover benefits students because the bookstore can provide students the books they need in a timelier fashion and buy back more titles, giving students more dollars for their used textbooks.
- 9.** Implemented a new online electronic honors contract system that eliminates current paper forms. Online submission process includes approval workflows that captures the student, instructor of record and Chair's electronic approvals. Student no longer need to submit various paper forms across campus for signatures. Estimated time savings for students is 625 hours and for faculty/staff is 380 hours.
- 10.** Established a DELL laptop program that offered an additional 25% discount off established catalog pricing.
- 11.** Partnered with Marketing to complete Phase 2 of UC brand awareness.
- 12.** Expanded Conlee Lot 46 to add 300+ additional parking spaces.



# ACCOUNTABILITY

**INTEGRITY, TRANSPARENCY, EXCELLENCE AND THE HIGHEST STANDARDS GOVERN EVERYTHING WE DO.**

1. For the first time, Annual Risk Assessment included a formal response from the Provost to risks identified by Faculty.
2. Completed State of Tennessee audit of FY19 financial statements to consolidate a total of six component units – an increase of four entities – resulting in a combined improved CFI score of 3.08.
3. Created and facilitated training to supervisors on the Staff Assessment Management System (SAMS) focusing on coaching, mentoring and tying performance assessment factors to the University's Strategic Plan and overall goals.
4. Addressed leadership and communication issues in Residence Life by implementing personnel change post-completion of the academic year. Conducted strategy sessions with interim leadership centered on transparent communication within the department, role clarification and efficient use of resources. Decisions/outcomes implemented during interim planning will serve as a base for future long-term planning.
5. Led the selection of a U.S. Bank Debit Card Program for Athletics, eliminating the need to use cash per diem for student athletes, thereby increasing accountability and minimizing risk.
6. Facilitated process to communicate and assist with the first annual key inventory audit. Meets Policy GE2009 requirement that all faculty and staff should validate their current key inventory to comply with Physical Plant's annual device (Key/Fob/Card) audit.
7. Facilitated in-person and virtual records management trainings for the campus community on laws and rules related to the efficient maintenance and destruction of University records per the requirements of the state.
8. Completed Business Continuity Plan for Procurement & Contracts.
9. Updated University's investment policy to include Federal Agency Mortgage Backed Securities.
10. Streamlined bank reconciliation process to complete within one week of monthly close. Contrast with audit finding two years ago for not completing within 30 days of month-end.
11. Developed online Workplace Safety Training to reduce hazards, injury, and financial risk for the University.

# COLLABORATION

**WE SEEK PARTNERSHIPS BOTH WITHIN AND BEYOND THE UNIVERSITY TO ENHANCE OUR ACTIONS AND OUR OUTCOMES.**

1. Supported the establishment and ongoing activities of the Kemmons Wilson Culinary Institute:
  - » Executed a five-year lease agreement for the culinary facility
  - » Set up continuing education course offerings within MarketPlace Payment and Scheduling Portal
  - » Opened virtual and pop-up bookstore to support the course material needs for student
  - » Set up financial structure
2. Successfully implemented the new partnership with The Gather on Southern for 110 residential beds in Academic Year 2019-2020.
3. Partnering with the Stella Group to design, build, operate and maintain a housing complex consisting of 516 beds on Deloach Street; marketable for upperclassmen, graduate and doctoral students which is important as we expand our research and academic portfolio.
4. Provided administrative support for the launch of the University's new middle school, including working through various options to accommodate the current facility needs and future growth
5. Collaborated with UofM Global on the following initiatives:
  - » Assessment of proposals from InStride and Accelerated Pathways that promote their ability to develop strategic relationships between universities and employers for employee development programs
  - » development of corporate MOU for educational programs for billing and accounting of tuition and fee revenue (for example, Methodist Le Bonheur Hospital)
6. Revamped all print, digital and web-based marketing materials for Conference and Event Services to correspond with the new strategic sales plan





# DIVERSITY & INCLUSION

**EVERYONE IS RESPECTED, INCLUDED AND GIVEN THE OPPORTUNITY TO EXCEL.**

1. Increased partnerships with the Memphis community through the Tennessee Achieves Mentoring Program and the MPLOY Program by exposing high school students in underprivileged areas to different careers and providing them with additional training and on-the-job experience. This increased their skills and chances of securing appropriate employment.
2. Through our new dining partnership, Chartwells achieved almost \$160,000 in annual spend with local minority and women-owned suppliers.
3. Created new supplier group lists to increase MWBE participation in our State Building Commission construction and major maintenance bids. The combined total of these lists included 78 MWBE companies out of a total of 229 for a 34% level of inclusion.
4. Expanded our Supplier Diversity Program, enhancing the relationship and collaboration of the University with local and state agencies that support doing business with local, minority and women-owned suppliers. FY20 spend with minorities increased by 20% over the same period in the previous fiscal year.



# RESEARCH AND INNOVATION

**WE CONSISTENTLY SEEK A BETTER WAY, AND WE EMBRACE CHALLENGES.**

1. Provided Support for Carnegie R1 mission to promote research spending and allocations across the University:
  - » Developed Research HERD expenditures model & Power BI Dashboard
  - » Identified and reclassified GA research e-contracts of \$1.6M to research program codes (worked with Academic Dept on process to code correctly going forward)
  - » GA non-resident scholarship development and allocation process (\$2.4M coded to research)
  - » GA waiver and stipend analysis used by Dr. Jasbir Dhaliwal to promote research spending and allocations
2. Implemented 5-day award set up for new awards:
  - » Grants Accounting staff strives to complete all account set ups by the fifth working day deadline.
3. Implemented new Power BI business analytics solution to build dashboards and reports for easy review by executive leadership.
  - » Using Power BI, created a data model that represents the research data used in the HERD survey which allows executives to make real-time decisions regarding current research expenditures.
4. Developed daily enrollment dashboard which translates a change in credit hours into the real-time financial impact, providing for strategic budget planning and forecasting.

# SERVICE

**OUR PURPOSE IS TO BENEFIT OUR STUDENTS AND SOCIETY THROUGH KNOWLEDGE AND EFFORT.**

1. Executed new Dining Services agreement with Chartwells focused on improved service, innovation and local flavor including food trucks and new dining concepts. The value of this partnership is worth over \$50M during the 15-year term.
2. Actively managed investments were increased further by \$8.4M, resulting in a net realized income of \$5.3M.
3. New credit/debit card payment procedures realized a savings of over \$500k which will continue to be realized on an annual basis.
4. Expanded Procurement Card program and switched to a new card partner, US Bank, delivering \$52k in rebates, an increase of \$40k over the prior year.
5. Implemented an in-house Organizational Chart Web Application creating savings of over \$15k annually.
6. Accounting reduced two positions permanently and reallocated duties in FY20 resulting in a net annual base salary saving of approximately \$100k.
7. Effectively managed Holiday Inn partnership with an emphasis on collections resulting in 'no cash outlay' for 18 months ending June 2020.
8. Transitioned vendor payments in the value of \$ 3.5 million to virtual card yielding in rebate revenue of \$128k.
9. Developed and implemented the Faculty Incentive Plan in collaboration with the Provost with 11 tenured faculty applying, resulting in 73% goal accomplishment.

10. Due to retirement and executive-level reorganization, successfully merged the offices of Campus Planning, Physical Plant, Police Services and Environmental Safety into the Division of Business & Finance.
11. Developed the office of B&F Reporting and Systems Initiatives to provide technology support to Business and Finance.
12. Achieved substantial budget cost savings on the SBC bids that were awarded in 2019. Of the seven different projects that were locally funded the total funding budgeted was \$4,480,000 and the awarded contracts were \$2,993,794 for total budget savings of \$1,486,206.
13. The systematic development and application of a dedicated Capital Projects Management team working only on UofM projects is now realized. The team has successfully obtained approval of 36 State Building Commission projects. These projects are now moving through the design and construction process. Total value of this work is \$74,953,000.
14. Implemented electronic onboarding for new hires and eliminated all paper forms associated with the hiring process, including the successful implementation of the online completion and tracking of I-9s. This decreased the orientation time by 50% from a full day to a half day.
15. Expanded Campus Card Portal to include meal plan selection process. This eliminated a hybrid system for



- meal plan selection, created an efficient and streamlined process and provided an easy-to-use tool for students to select/change their meal plans.
16. Conference and Event Services implemented new short-term marketing strategy and when paired with the long-term marketing strategy, resulted in 46% increase in contracted sales (pre-COVID).
17. Successfully transitioned rental properties from a single full-time manager to a team approach. Rental budget finished FY20 in the black.
18. Partnered with Konica Minolta per a state contract to purchase copiers at a 50% reduction over previous vendor.
19. Successfully renegotiated contractual revenue payments for campus partners due to spring 2020 COVID-19 changes, for example, vending, bookstore, dining.
20. Reviewed processes as it relates to the recruitment and appointment processes for faculty and staff. Identified how they are different, where are they similar and where processes can be streamlined/restructured to minimize manual workloads.
21. Transferred the student employment process from paper contracts to a completely electronic (e-contract) system and moved the function from Financial Aid to Human Resources/ Shared Services; estimated savings of over 1,000 staff hours and 202 student hours.
22. Customer satisfaction of "Communications from Shared Service Center (SSC)" is up 8.52% from 85.71% (FY19) to 93.02% (FY20), and satisfaction of customer "Experience with SSC Staff" is up 5.29% from 83.93% (FY19) to 88.37% (FY20).
23. Completed the customer service initiative within University and Student Business Services including renovation of the lobby for new student consultation areas as well as a reorganization of administrative staff to focus on student needs.

# DIVISION OF BUSINESS & FINANCE



- 24.** Reorganized the entire Human Resources Department and successfully implemented the HR Business Partner Model in less than six months with minimal disruption to the University; created efficiencies and increased services throughout the University community; and strengthened working relationships between University departments and Human Resources.
- 25.** Directly supported faculty/staff during the spring 2020 COVID-19 pandemic and rapid shift to online instruction/remote work:
  - » Physical Plant essential employees worked daily to keep the campus buildings and grounds clean, sanitized and safe for all University constituents.
  - » Developed Return to Work plans for employees and facilities.
  - » Acquired necessary PPE items for the campus community.
  - » Successfully transitioned employees to a remote workforce.
  - » Moved the monthly Focus on Finance & HR Meetings online tripling employee participation from 70 to 210.
  - » Leveraged DocuSign for Online Form Signatures & Electronic Routing and increased visibility of the HR website by creating webpages dedicated to informing employees of development and changes due to the virus.
  - » Implemented and tested Banner Earnings codes and processes to pay
- 26.** Implemented online submittal of Annual Financial Responsibility Certification, saving over 260 staff hours annually.
- 27.** Implemented a new W4 calculations in Banner and changed how NRA employees are set up for Federal Withholding purposes, streamlining the Payroll process to ensure correct tax withholdings for NRA employees.
- 28.** Implemented a new electronic W-4 process, eliminating the manual paper-based process
- 29.** Implemented a new imaging processes to ensure financial documents were accessible to the campus community in a timely manner.
- 30.** Set up UofM Marketplace to allow employees and vendors to purchase parking permits online.
- 31.** Installed two robot mowers at Administration Building that cut the south lawn automatically each day. Physical Plant is evaluating the labor-saving capability of this equipment.

employees under new FMLA paid leave under the CARES Act.

- » Navigated shift to online instruction/operation by controlling access to facilities through card swipe and system to request building entry.



## **Student Success – we provide every student with the opportunity to excel.**

- 1.** Conduct an analysis of Housing and Residence Life staffing/operations utilizing best practices from national organizations along with a comparison to institutions both current and aspirational. This goal is to shift resources to residence life programming and services which will more effectively integrate academic success initiatives, prevention programming and career development efforts with residence assistants.
- 2.** Create strategic marketing initiatives with admissions/recruitment and marketing/relations staff to more effectively highlight the value of Residence Life to increase occupancy and subsequent revenue for the department.
- 3.** Create a stakeholder advisory board for the Residence Life program focusing on developing partnerships supporting student success and effective incident response. An existing partnership with USBS has been particularly helpful in addressing payment issues with students. This advisory board will formalize that partnership and will include other departments such as financial aid, athletics, career services and student academic success.
- 4.** Reactivate the residence hall council model to more effectively create student-initiated community standards and values in the facilities/program. Explore how the department can incentivize student engagement/involvement as the program has been dormant for an extended period.
- 5.** Develop a Residence Life dashboard with OIR utilizing PowerBI supporting interventions around retention and residence life programming. The dashboard would indicate which student populations need additional services or programs to persist through the University.

- 6.** Review Resident Assistant positions with the goal of incorporating career competencies into job description and regular reviewing value with student staff. A comprehension of worth may support recruiting higher-qualified and motivated students to apply and stay with positions. Enhanced staff commitment and qualifications could then bolster community life and impact retention with the program and the institution.
  - 7.** Collaborate with the Registrar and Financial Aid offices for changes in the refund percentage from 75% to 100% in the first week of the semester. This change will enable students to amend their registration in the first week of each semester without financial penalty and reduce the administrative processing which tends to burden students within the first week of the semester.
  - 8.** Implement campus landscape/wayfinding/identity/signage plans.
  - 9.** Support improvements and modifications to facilities that are critical for academic accreditation.
  - 10.** Support the University's efforts to provide safe and socially distanced classroom spaces by converting meeting and event spaces into classrooms for the fall semester.
  - 11.** Through Auxiliary Services, enhance campus conveniences and amenities for students, i.e. fresh coffee vending machines in University Center; mail/package locker system for faster service
  - 12.** Partner with Disability Resources Services to create effective working opportunities for student workers needing ADA accommodations both as students and employees.
  - 13.** Continue classroom and labs renovations and classroom furniture replacement in conjunction with Academic Affairs needs.
  - 14.** Continue residential campus development with improvements to housing, recreation, food services, wellness, transportation and parking.
  - 15.** Continue infrastructure improvements including technology, building air, electrical, safety, labs, etc. that support academic excellence.
  - 16.** Grow total international enrollment to 1,000 students by fall 2021.
  - 17.** Improve the process for admission and I-20 issuance such that the I-20 is issued a week after admission is completed.
  - 18.** Improve the service to admitted International students and leverage this service to generate admissions through word of mouth. Appoint student ambassadors to recruit for us.
  - 19.** Leverage existing relationships and establish new relationships to increase international undergraduate enrollments. It has potential to increase by as much as 50%.
  - 20.** Expand our past employee safety to encompass student safety.
- Accountability - integrity, transparency, excellence and the highest standards govern everything we do.**
- 1.** Conduct comprehensive review and update of Business Continuity Plan to ensure preparedness and minimize risk.
  - 2.** Create an automated electronic process for records transmittals, destruction requests and records inventory reports to increase use of ease and eliminate the current paper method.
  - 3.** Collaborate with Business & Finance leadership to review and update policies to reflect current best practice standards.
  - 4.** Lead the rollout and expanded usage of the Chrome River Travel and Expense software; serve as the 'one-stop-shop' for travel support.
  - 5.** Roll out Kuali Business Continuity Software campus-wide.
  - 6.** Complete Rental Property strategic plan.
  - 7.** Consolidate and implement a robust and updated Contracts Management Database.
  - 8.** Implement a supplier performance management process that includes appropriately scheduled key supplier reviews.
  - 9.** Implement Quarterly Financial Reporting for the EVP/CFO.
  - 10.** Implement GASB reporting functionality through Banner to eliminate use of Excel.
  - 11.** Implement GASB 87- Leases and GASB 84 - Fiduciary Activities.
  - 12.** Improve Code and Safety aspects of facilities including elevators, fire alarms, generators and installation of lock-down hardware for all classrooms.
  - 13.** Implement CPTED (crime prevention through environmental design) with safety and security projects.
  - 14.** Complete campus-wide building inventory and assessment with emphasis on preventive maintenance database creation.
  - 15.** Make progress on new Computerized Maintenance Management System (Phase 1 Assets) with Physical Plant and Space Planning to replace Mapper. Concentrate on procuring software and inputting data into the facility asset/condition section of this initiative and completing the Physical Facility Inventory Survey as required by THEC.

- 16.** Develop and implement policies and processes that address high hazard areas, equipment and tasks.
- 17.** Enhance current safety programs and develop future safety programs utilizing risk assessments.

### **Collaboration - we seek partnerships both within and beyond the University to enhance our actions and our outcomes.**

- 1.** Conduct an analysis of University Police staffing/operations utilizing best practices from national organizations, comparison to institutions both current and aspirational and Clery standards. The goal is to allocate resources to support a community policing model that has been discussed but not implemented for quite some time.
- 2.** Create a stakeholder advisory board separate from ICAT group that will assist and guide implementation of a community policing model. The intent will be enhanced communication throughout the institution focusing on campus safety and partnerships that extended beyond incident response.
- 3.** Increase academic engagement with graduate assistants, student workers, and utilizing real-world project examples in collaboration with Architecture, City and Regional Planning, Engineering and other programs.
- 4.** Work with Department of Education to repurpose space for potential industry use through additive manufacturing or industry partnerships that provide UofM internships.
- 5.** Develop strategies that allow for collaboration with both internal and external entities on environmental, health and safety opportunities.
- 6.** Implement internal marketing plan "Bring it to Memphis." (Work now for educational conferences two to three years out.)
- 7.** Take over meeting room management of FEC meeting rooms on 8/1, and implement external marketing plan. Building new

partnerships and relationships with the other FEC building occupants and external stakeholders.

- 8.** Maintain external client interaction and confidence campaign of our departmental and University knowledge/efforts to have safe meetings when allowable.
- 9.** Collaborate with UofM Global in the development of billing and accounting for corporate MOU/Contracts.
- 10.** Identify key components for Memphis' best employers and compare with our current state of employee engagement and establish a strategic plan to close the gap.

### **Diversity & Inclusion - everyone is respected, included and given the opportunity to excel.**

- 1.** Steward an increase in diversity supplier spend across all available opportunity areas
- 2.** Continue ADA/Family/ inclusion accommodations in facilities and grounds
- 3.** Expand diversity in procurement for projects.
  - » Establish MWBE internal champions in all key areas of spend
  - » Increase MWBE spend by 10% in all demographic groups
- 4.** Install a communication network in Physical Plant to improve internal communications and employee morale.

### **Research & Innovation - we consistently seek a better way, and we embrace challenges.**

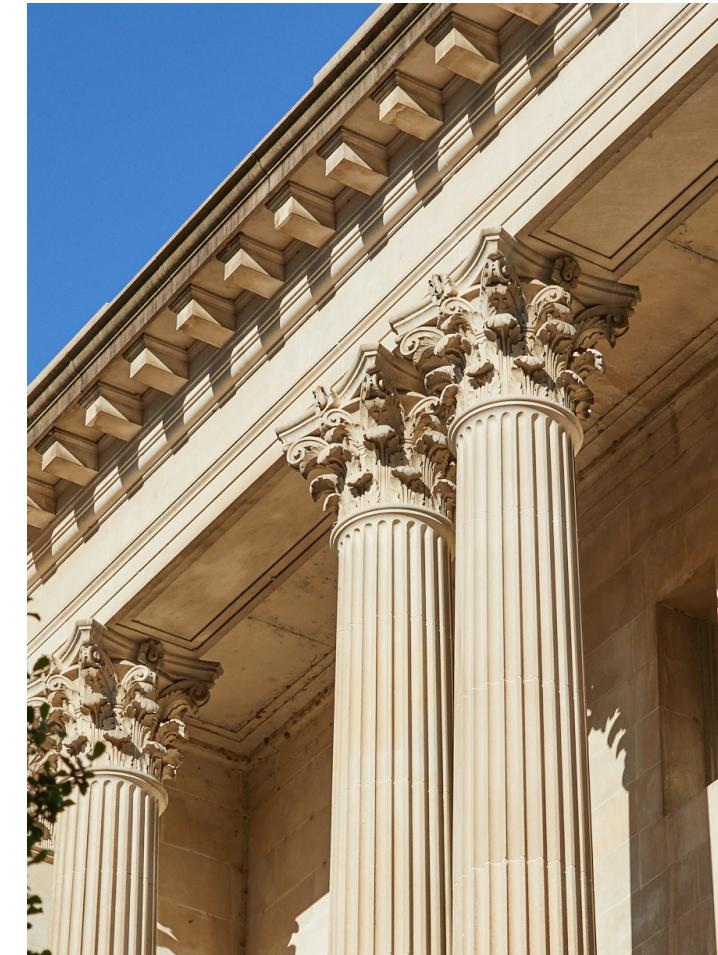
- 1.** Increase relationships with institutions and generate high-quality students in STEM areas for a push to Carnegie R1.

**2.** Research peer institutions Shared Services Centers and explore opportunities to centralize the administrative support functions across University departments including research support.

- 3.** Complete research improvements for STEM, high performance labs and animal areas as the campus grows into Carnegie R1.
- 4.** Support Research Park development.
- 5.** Define additional reporting needs for Argos reports/dashboards to assist departments in their informational needs, particularly as it relates to research data
- 6.** Explore the possibilities of adopting the Banner grant billing module to streamline the billing process.

**Service - our purpose is to benefit our students and society through knowledge and effort.**

- 1.** Lead the health and safety initiative as part of the return to campus plan.
- 2.** Implement Maxient software to use for tracking COVID-19 contact tracing as well as to transition all manual processes related to Employee Complaints/Grievances/Performance Improvement Plans and Performance Management Plans into an electronic process.
- 3.** Roll out the implementation of Electronic Employment Offer Letters for faculty through WorkforUM decreasing the time to process.
- 4.** Leverage technology with a third-party collection billing provider to increase current collections of outstanding receivables for efficiencies and cost reductions.
- 5.** Further expand AP virtual card vendor payments to reduce check processing cost and generate additional rebate revenue.
- 6.** Complete Implementation of new work order management system to automate processing.
- 7.** Develop and implement a more efficient and cost-effective trash collection and removal process.
- 8.** Implement Boot Policy for enforcement of unidentified vehicles parked on campus to avoid having to tow the vehicle to offsite tow facility.
- 9.** Renovate Zach Culin parking lots 5, 50 and 51
- 10.** Create a long-term facility budget for the UC and Rose Theatre to plan for major repairs and upgrades in coming years.
- 11.** Continue campus standards for sustainability/ products/design aspects/interiors/ architectural to allow innovative design solutions that can be maintained efficiently.
- 12.** Develop enhanced energy/sustainability savings with LED lighting, window replacements, chiller optimization, HVAC controls and analytics.





- 13.** Enhance areas of inspection through new techniques and develop technological solutions for completing required training.
- 14.** Provide in-house document shredding to the campus community to process a greater volume of shredding at a lower cost.
- 15.** Improve the recycling operation and its ROI by increasing throughput and obtaining a better price for recyclables.
- 16.** Provide an in-house moving operation for small jobs.
- 17.** Develop and implement a master plan for the Building Automation Control System (BAS).
- 18.** Implement e-Contracts for temporary employees creating efficiencies for all University departments.
- 19.** Implement online completion and tracking of I-9s for all students employed by the University.



- 20.** Assess and fully integrate Faculty Administrative Services functions within Human Resources to streamline processes and increase services to faculty.
- 21.** Manage/maintain positive rental property budget with loss of properties due to Stella Project.
- 22.** Develop and implement a mentoring and peer-to-peer professional development program to increase employee development throughout campus while simultaneously increasing the LinkedIn Learning usage rate among faculty and staff by 30%.
- 23.** Develop financial and operationally critical dashboards with key metrics for executive reporting that provide monthly/quarterly updates.
- 24.** Implement Campus Wide Budget Snapshot dashboard.
- 25.** Continue to review Financial Planning's processes to increase efficiency. This includes developing workflows for online finance budget revisions currently submitted via paper.

