



University Services

University Services is responsible for creating and sustaining a physical environment and service culture that supports and advances the teaching, research and outreach mission of the University of Minnesota. We are the people behind the scenes that help make the University work each and every day. We shovel the snow, serve the food, patrol the streets, heat the buildings, renovate facilities, monitor lab safety, and house our students. Many of our services support both the Twin Cities Campus as well as well as the coordinate campuses. The attached organization chart and strategy map illustrate the scope, funding and staffing levels of University Services.

Since 2002, University Services has endeavored to create a more strategy-focused organization through both continuous improvement and major transformative initiatives. By evolving from this traditional organizational framework into a strategy focused enterprise, we have changed the way we do business, allowing us to provide services more efficiently, effectively and sustainably.

University Services Organization

From:	To:
Tactical	Strategic
Transaction-oriented	Service-oriented
Rule-based	Problem-solving
Hierarchical	Team-based
Reactive	Anticipatory
Silos	Enterprise

University Services Units

Auxiliary Services includes Housing and Residential Life, University Dining Services, Parking and Transportation, the Bookstores, General Services and University Stores. It offers convenient, customer driven and cost-effective goods and services that are essential to the University’s academic and administrative success.

Capital Planning and Project Management has system-wide responsibility for planning, designing and constructing new and existing buildings and utility infrastructure as well as high-quality campus master planning.

Facilities Management is responsible for all grounds, buildings and the energy management needs of the 23 million square feet in more than 250 buildings across 900 acres in the Twin Cities, as well as support services for the Duluth, Morris, and Crookston campuses.

The **Department of Public Safety** provides the University of Minnesota system-wide community with emergency preparedness and security services to ensure a culture of safety on all campuses. DPS also provides UMTC with professional, sworn-officer police department.

University Health and Safety monitors and proactively assesses the University’s physical environment to ensure safe and healthy working and living conditions, system-wide, for University of Minnesota students, staff, and faculty and community neighbors

The **University Services Management Services** includes Finance, Human Resources, Information Technology, and the Office of the Vice President, to provide functional expertise and services to University Services operational leaders.



Core Purpose, Mission and Values

Purpose: To Make the University Work

Mission: University Services creates and sustains a physical environment and service culture that advances teaching, research and outreach at the University of Minnesota

Core Values: Excellence, Accountability, Integrity and Stewardship

Strategic Goals

Excellent Service: Provide the right services, at the right level, at the right time, at the right cost through continuous improvement and innovation

Model Campus: Provide a well-maintained, attractive, and highly functional campus

Safe Campus: Promote and advance a safe and secure environment for the University Community

Valued Partnerships: Engage and partner with the units and people we serve

Motivated People: Maximize opportunities for the people of the University to develop and contribute

Enterprise Culture: Foster a University Services enterprise culture

Balanced Scorecard

University Services is committed to making the best possible use of its resources in alignment with the University's academic plan.

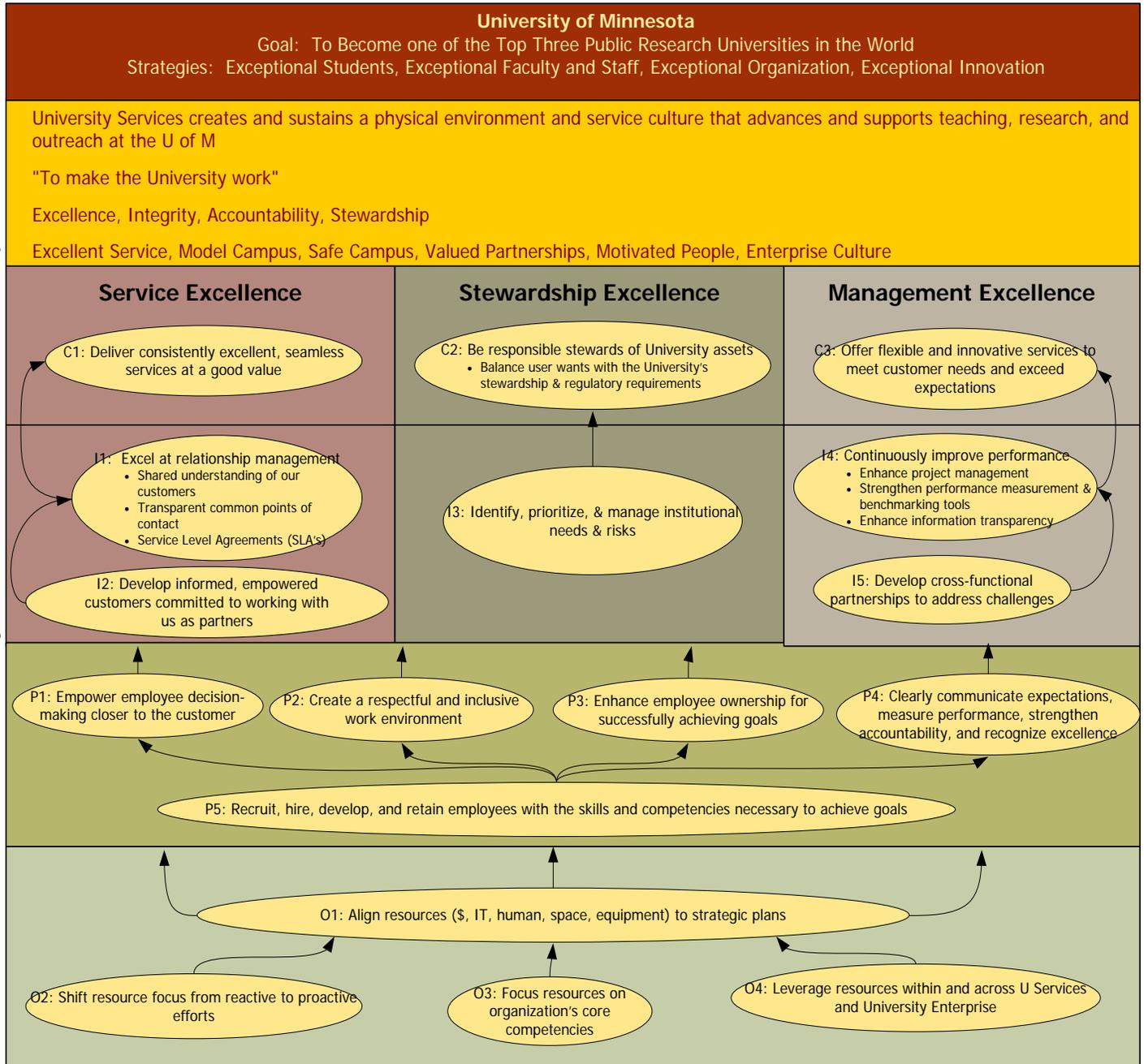
In 2004 and 2005, University Services defined its mission, core purpose, values, and strategic goals. Although this was the first step toward becoming a more strategy focused organization, we recognized that we needed additional tools to ensure all U Services units and employees were aligned and working together to achieve these goals. As a result, University Services adopted the balanced scorecard methodology and set to work developing a strategy map to further guide the organization.

The strategic objectives defined in the strategy map provide greater specificity and direction to University Services units and individuals. Departments have used this strategy map to develop their own strategic plans and performance metrics.

As we continue to evolve our planning efforts, the balanced scorecard and associated strategy map and metrics provide the requisite framework to ensure University Services efforts are aligned with the University's goals and academic plan.

University Services Strategy Map

Component	Key Question
Mission	Why do we exist?
Purpose	Why do we exist?
Values	What's important to us?
Goals	What are we trying to achieve?





Current Challenges and Strategies

I. Challenge: Responding to a changing financial environment and academic program plans.

The current financial constraints and anticipated changes to the University's broader academic program plans challenge the ability of University Services to provide the requisite services and support. In FY10 & FY11, University Services contributed \$7.9 Million or 8.6% of its budget to address the University's financial crisis, resulting in 12% fewer FTEs. To address the ongoing financial challenges facing the University and higher education in general, University Services has identified four strategic initiatives.

Strategy: Business Planning. In spring, 2010, all University Services units initiated a business planning process which directed each unit to envision what services would be delivered and how services should be delivered assuming 20 percent less funding by 2014 (in addition to the reallocations noted above). By utilizing a longer time frame and larger financial challenge, this planning process prepared each unit not only for the current biennial budget process, but also, for more comprehensive and innovative change with less fear. It also makes University Services units nimble and capable when addressing changes to the academic program that are not known at this time and will require prompt action. Specific strategies in each business unit will provide financial resources to sustain the University and service redesign to advance the academic enterprise. In 2012, University Services Units will be updating their business plans – challenging themselves to reinvent their services in alignment with President Kaler's Operational Excellence efforts.

Strategy: Space Utilization. The University of Minnesota has approximately 29 million gross square feet of space across the University system. The Twin Cities Campus (UMTC) comprises about 23 million gross square feet of space. To summarize the issue: the University has, "too much space and not the right space." Because of the lack of "right space," many believe the University needs more space. University Services leads an institutional space utilization initiative guided by the following principles:

- Sustainable – The University should not have more space than it can afford to operate, maintain and support.
- Aligned – The University should provide the correct type, quality and quantity of space required for programs to function effectively.
- Managed – The University should provide tools and incentives for maximizing the efficiency and effectiveness of its space resources.

This initiative is working to implement the principles by focusing its efforts on the following four strategies for improving the utilization of the University's physical resources:

- changing the perception on campus that space is a free good,
- reducing the demand for space through incentives
- taking advantage of new work place design and technologies
- shrinking the inventory by removing high cost obsolete buildings and off-campus leases.

The overall goal is further predicated on a broader University capital strategy that emphasizes renewal and replacement over the addition of net new square footage. During the initial phase of the space utilization initiative the University removed approximately 275,000 gross square feet of space with an annual operating cost of almost \$1 million and a 10-year Facility Condition Assessment (FCA) need of \$32 million.



Strategy: Energy Conservation. Utilities and energy are among the major cost drivers across the University, annually totaling more than \$100 million system wide. Energy Management is guided by three principles: Ensure reliability, Control costs and Promote environmental stewardship. During the past year, on the UMTC campus, University Services captured \$2 million in energy savings while reducing the University’s carbon output by more than 22,000 tons. Many factors contributed to these results, such as the “It All Adds Up” campaign to change behavior and lower energy use and the student power police outfitting offices with power strips to help ward off “Vampire Power.” The building re-commissioning delivered the largest savings. Just as tuning up a car makes it run better and saves money, re-commissioning a building provides a healthier work and classroom environment as well as savings. During the 2011-2012 academic year, 15 out of 250 buildings on UMTC were “tuned up” and building residents were educated on how the building works and how to save energy—this strategy is just starting to reap its benefits. Other cost control strategies include alternative and renewable fuel use and fuel futures purchasing.

Strategy: Enterprise Integration. Over the past several years, University Services has worked with the coordinate campuses to identify additional areas where U Services can enhance support to the coordinate campuses in order to free up their resources for their core academic mission. Because efficiencies can be gained by leveraging U Services core competencies and economies of scale, we continuously look for new opportunities for such coordination. Some examples of systemwide services we provide include: University Dining Services food and beverage contract services; University Bookstores at UMC, UMM, UMR and UMTC; Central Security monitoring services and infrastructure improvements; Facilities Management building alarm monitoring for UMD and UMTC, and facilities emergency intake services for UMC, UMM and UMTC; building code permitting and inspections; environmental health and safety services; campus master planning and capital project management; facilities management work order information system; and U Services Finance payroll services to UMTC, UMC and UMM facilities management.

II. Challenge: Aligning capital plan/resources with the academic direction

The capital plan and resources must be used strategically to advance the academic program and achieve the greatest leverage.

Strategy: Campus Master Plans. Since 1993, Board of Regents policy has directed each University campus to have a master plan. Campus master plans were first adopted in the 1996. All have been updated in recent years. Academic and faculty leaders have collaborated in these plans with University Services staff with the result that campus master plans are consistent with academic direction and are “owned” by the University community, not consultants.

Strategy: Six Year Capital Plan. First and foremost, the academic mission of the University of Minnesota drives all facility investment strategies. The 2012 Six Year Capital Plan for the University of Minnesota establishes the next three University capital requests to be submitted to the State for consideration; sets priorities and direction for ongoing capital project and academic planning efforts; identifies the impact of additional University debt; assigns responsibility for capital fundraising; and forecasts additional building operational costs. The plan is updated on an annual basis and approved by the Board of Regents.

Strategy: Capital requests and HEAPR. Seventy percent of the University’s buildings are more than 30 years old. In 2003, the University retained ISES, a facilities consultant utilized by



research universities across the country, to conduct an inspection based assessment of facilities condition. This analysis has documented the need to direct resources to “take care” of existing buildings. As a result, the University has revised its state capital request strategy to increase funding from HEAPR (state funds for: Higher Education Asset Preservation Resources). Since 2004, state capital funding to the University from HEAPR has been \$186 million. These funds have been matched with college and research program funds to upgrade research labs, classrooms and study space in academic priority disciplines such as Chemical Engineering, Aeronautical Engineering and the Saint Anthony Falls Laboratory.

Strategy: Renovation and replacement of existing buildings. While there are new buildings that have been built on campus in the last decade, many buildings have been renovated or built on the site of old buildings that have been demolished. The Molecular Cellular Biology building was built on the site of Millard Owre. The Science Teaching and Student Services building was built on the site of the Science Classroom Building. The Educational Science Building is housed in the renovated Mineral Resources Center. Kolthoff, Nicholson, Jones and 717 Delaware were totally renovated to suit the needs of today’s academic programs. One of the University’s most iconic buildings, Northrop Auditorium currently is under renovation and will include academic program space, as well as a smaller performance space, in order to meet the University’s needs for decades to come.

Strategy: Capital projects “best practice” management. In 2002, the University experienced scope creep, cost overruns and claims in its capital projects. To address these problems, University Services established a Capital Planning and Project Management unit; recruited experienced professional design and construction managers; upgraded technology to provide real time information; rebuilt relationships with the design, engineering and construction industry professionals, standardized project management and instituted performance based procurement processes. The result has been zero claims, 95 percent plus project on time, scope and budget. In 2010-2011, CPPM completed 143 projects valued at \$183.2 million on time and budget with zero claims. Of particular note is the Science Teaching and Student Services building that was completed in 18 months and \$4.5 million under the \$72.5 million budget – because this project received state funds these “extra” funds will revert to the HEAPR pool for use on other University projects.

III. Challenge: Aligning resources and services to support the research enterprise and ensure research safety

The amount of research being conducted at the University is increasing, the number and the technical complexity of labs are growing, and the regulatory oversight is greater than ever. University Services provides support through each of its units, but our greatest responsibility is through the Environmental Health and Safety unit and the Central Corridor Light Rail Transit (CCLRT) agreement team.

Strategy: Environmental Health and Safety (EHS). EHS has been charged with the responsibility for compliance with “new” research regulations, such as biological, chemical and select agents with oversight by local, state and federal agencies. EHS has handled these increased responsibilities with limited resources, collaboration with the Office of the Vice President for Research and collegiate research deans, installing technology upgrades and web based training. Inspections by regulatory agencies for biological, chemical and radiological research facilities and practices have given the University high grades for the compliance programs in place.



Strategy: CCLRT agreement. After three years of contentious negotiations and environmental litigation, on September 29, 2010, the University signed an [agreement](#) with the Metropolitan Council (Met Council) that protects University research, provides a predictable research environment and allows the CCLRT project to proceed and build the LRT alignment through campus on Washington Avenue. The agreement puts in place performance standards for vibration, electromagnetic interference, noise and dust during construction and operations. The Met Council agreed to demonstrate the LRT will operate within the performance standards before initiating revenue service and to bring the LRT into compliance when it exceeds the performance standards. The University has assumed responsibility for testing and monitoring to ensure compliance not only during construction and with the opening of the line, but also during the decades of anticipated LRT service through the campus. Construction of the CCLRT is ongoing, with commencement of revenue service tentatively scheduled for summer 2014.

IV. Challenge: Ensuring excellent service to University students

University Services believes it has a primary responsibility to students of our University and can contribute to their life success.

Strategy: Controlling the cost of attendance. University auxiliary units including Housing & Residential Life have strived to keep the cost of student housing and dining services affordable, while continuing to provide excellent service and clean, safe facilities. Housing & Residential Life has been recognized as outstanding in student development, community advisor training and social justice programs; at the same time keeping room and board costs among the bottom three in the Big Ten.

Strategy: Work place development for student employees. In each year more than 3000 students work in University Services units – in the Bookstore, Parking, Dining Services, as student monitors with the police department, as engineering interns in energy management, as custodians and land care staff in facilities management. Students work not only to finance their education, but also to learn work skills, human and professional development. The Housing and Residential Life unit designed a work place outcomes training program for student employees. This program has been adopted by all University Services units and presented to the Board of Regents.

Strategy: Lowering cost of textbooks for students: University Bookstores are employing multiple strategies to lower the cost of textbooks for students, including enhanced book rental and used book options; e-books; and negotiation with publishers. As a result, the Bookstore operates on the lowest markup of any college store in the country. We expanded rental textbooks to approximately 2/3 of total textbook titles for fall semester 2011–when rental was an option, 41% of students opted to rent, saving students \$1.2 Million relative to the new book price. Bookstores rental sales are reported as highest of any college store in the country. In addition, negotiating lower rates with publishers saved \$500,000 for students this fall on the top 30 textbooks purchased.

V. Challenge: Providing a safe campus

In the largest cities of Minnesota, the UMTC must be vigilant in its efforts to be a safe campus and perceived as safe.



Strategy: Police strategic plan and partnerships. The University of Minnesota has licensed police officers on three of our five campuses (Twin Cities, Duluth and Morris). While the UMTC police force has the smallest number of sworn officers in the Big Ten (authorized 55, but kept currently at 50 due to budget constraints), this number is based on a strategic plan conducted in 2006. There is a downward trend in crime statistics on campus and in adjoining neighborhoods. In 2009, 30 percent of the UMPD calls for service where “off campus” but to serve student residents. The UMPD keeps close professional relationships with neighboring jurisdictions (cities of Minneapolis and St Paul, counties of Hennepin and Ramsey), and shares with them 800 MHz radio system, computer aided dispatch and crime data systems.

Strategy: Community building. Modern policing is community oriented. The UMPD has adopted this best practice model. The department participates in student orientation, meets regularly with student organizations and resident hall councils, holds briefing sessions with coaches and student athletes and sponsors “Donuts with Cops” at diverse sites across campus each semester to build rapport with students. UMTC campus “neighborhood” groups on the west bank, Health Sciences district and St. Paul been established with collegiate and support unit staff to educate the community in safety fairs and plan security improvements. The Chief regularly participates in briefings with faculty governance and the Regents. Student security monitors supplement the police presence, provide support on foot and bike and serve as security escorts 24-7. Police equine and canine officers assist the UMPD and bridge relationships with the community.

Strategy: Central Security unit. Central Security was created in 2002 by combining the key shop from facilities and the cameras from parking. Today, over 2000 cameras are in place system wide and monitor activity 24/7/365. On the UMTC campus more than 40 percent of the buildings are controlled by card access—no more keys—and can be secured in seconds from a central location. The University’s U Card is the campus ID, but also the “smart” access card to buildings. Since 2004, \$14 million has been invested in security upgrades system wide, focused on research facilities and residents halls. These investments show results—33 percent overall reduction in theft, burglary and robbery since 2002.

Strategy: Emergency Management. Since 2002, Emergency Management has advanced to serve the University system wide, has been certified by the federal Department of Homeland Security and is eligible to receive grants directly. When it comes to emergencies, the University is both a resource and a target. The Vice President of University Services is the Officer of the Day for the University and directs emergency planning, response and operational continuity. Beyond updating the emergency operations plans for each campus, emergency management has conducted certification training on each campus regularly, assisted the AHC emergency office in the design of a pandemic flu plan that served as a model for many campuses across the nation, developed the emergency plan for TCF Bank stadium and advanced the emergency notification systems across all campuses—including: TXT U, e-mail, tone alert radios and loud speaker announcement systems.

VI. Challenge: Being a sustainability leader and model

The University of Minnesota has been leader in environmental stewardship for more than 100 years. University faculty established the Biological Station at the headwaters of the Mississippi in Itasca State Park in 1909. University students initiated MPIRG (the Minnesota Public Interest Research Group) in 1969 and helped draft Minnesota’s early environmental law. University staff started the campus recycling program in 1983 and served as a model for schools across the nation.



In 2004, the Board of Regents adopted the Sustainability and Energy Efficiency policy that directs the University to excellence in sustainable teaching, research, service and operations. In 2008, the University system became a signatory to the American College and University Presidents' Climate Commitment and each campus has developed a climate action plan. The University is a charter participant in the Association for the Advancement of Sustainability in Higher Education Sustainability Tracking and Reporting Systems (AASHE STARS) and in 2011; UMTC received a Silver Rating and in 2012, UMM received a Gold Rating. Today, the University continues to be a leader. In 2011, the Sustainable Endowments Initiative graded the University's sustainability initiative effort as straight "A"s—one of three schools across the nation. But the University will not rest on its laurels.

Strategy: Enterprise Sustainability Structure. The Vice President for University Services is the University's Sustainability Officer. A system wide sustainability committee, co-chaired by the VP for University Services and Chancellor of UM Morris and staffed by U Services Sustainability director, is charged with reporting annually to the Board of Regents on the campus and system wide sustainability progress. The committee is helping identify opportunities for enterprise sustainability initiatives (purchasing, communications, etc.) for efficiency and effectiveness.

Strategy: Campus Operations and grassroots initiatives. Each University campus has a distinguished record in environmental stewardship, with an objective to be systematic and purposeful in our efforts. To that end, each campus has appointed sustainability staff and a committee charged with calculating the campus carbon footprint, drafting its climate action plan, collecting data on progress and engaging the campus communities in strategies to advance. Each University campus excels in specific area of sustainable operations. UMD is recognized for its stormwater management with streams that run into Lake Superior and its Passivhaus outdoor classroom, the Bagley Nature Center. UMM has received awards for its renewable energy program, including wind and biomass energy, and for its ten year old local foods program. UMC applies its research and teaching with implementation in the community. UMTC excels in transportation, solid waste and recycling, local foods and sustainable buildings. UMR has the opportunity, as a new campus, to be sustainable from the start. Additional information is available at the [Sustainability Portal](#).

Strategy: Integration of Sustainability into U Services Operations. U Services units ensure sustainability is integrated into business practices. For example, CPPM includes debris recycling in construction contracts, UDS dining ware is composted to reduce waste, FM and HRL purchase "green cleaners," and PTS supports sustainable transportation options. The Sustainability director and coordinator in U Services help lead and coordinate sustainability initiatives in University Services and across the system. Students also advance operational sustainability through their student employment in U Services departments such as landcare, dining and residential life, through internships or as sustainability assistants.

Strategy: Utilities Master Plan. A primary component of each campus climate action plan is the energy and fuel plan. The UMTC campus conducted a Utility Master Plan to determine when a boiler replacement would be required and what fuel sources would be considered. This planning has led U Services to focus on controlling energy demand by conservation efforts while developing options regarding boiler replacements and fuel source choices to advance renewable energy and fulfill the University's energy principles of reliability, environmental stewardship and cost controls. It is important to remember that the "greenest" energy is the energy that is not used.



VII. Challenge: Keeping a clean and model campus

Facilities Management (FM) carries the primary responsibility for keeping the UMTC campus clean and a model for others. For many years, FM and its predecessor, Physical Plant had been considered unresponsive, bureaucratic and wasteful. In the late 1980s the state legislative auditor conducted program audits documenting practices that demanded reform. Many change efforts took place with limited success and increasing cynicism by the front line workforce, however, strategic positioning in 2005 presented an opportunity to start afresh. A stated goal was for the U of M to be known as much for our administrative services as for our excellent academics and this served as a driver for FM Transformation, rather than strictly being a budget cutting exercise. This effort captured the imagination of frontline staff. While cynicism was not entirely dispelled, FM began a renewed life. The FM Associate Vice President and team have done an excellent job and recent surveying indicates, that even with major cuts, service satisfaction rates remain high. Today it is common for visitors to the campus express what a beautiful and clean campus we have at UMTC.

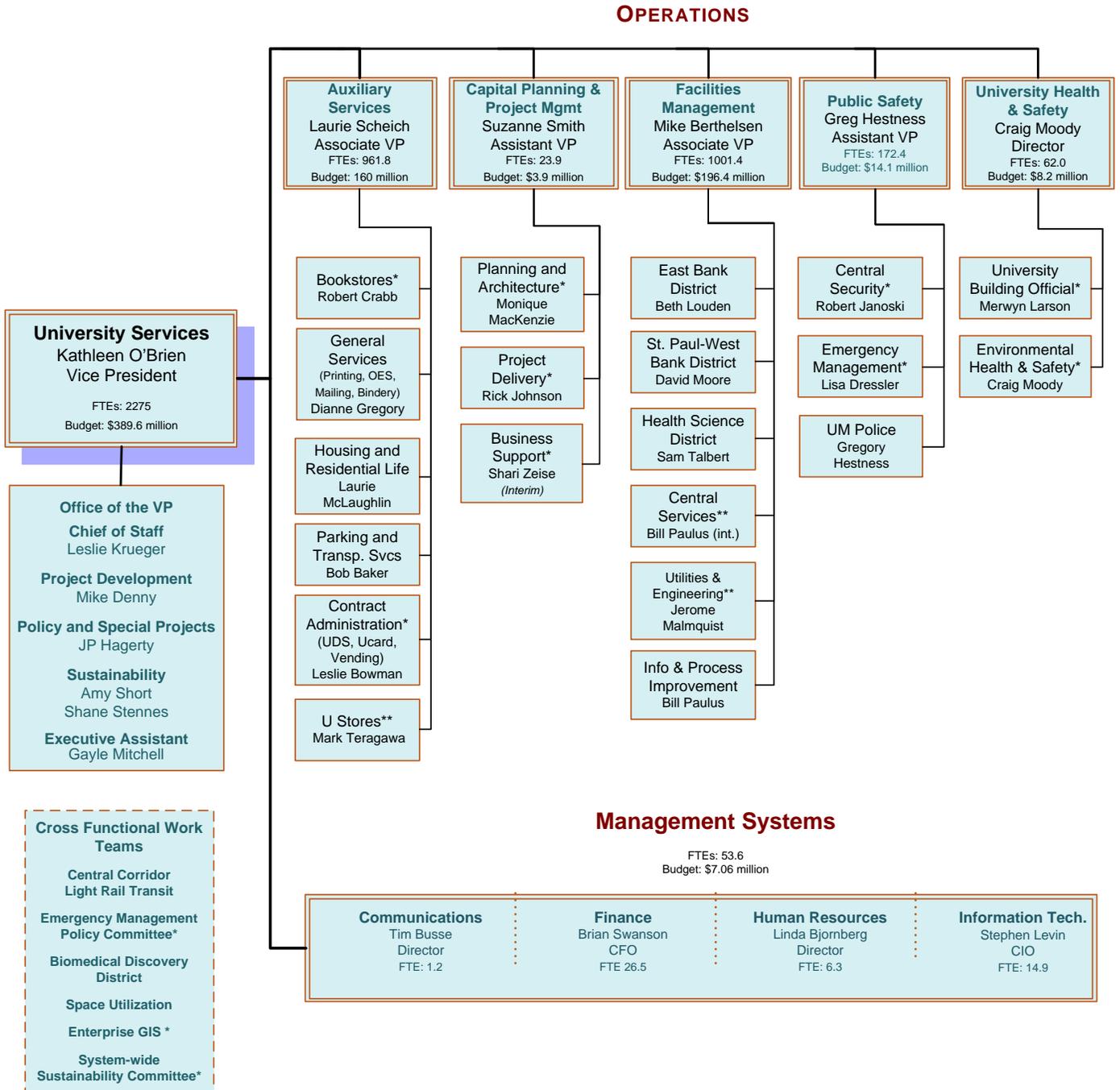
Strategy: Three C's customer service, culture of accountability, cost control FM Transformation strived to move from managing facilities to a property services model. The three C's have served as the principles to guide this transformation. Almost half of FM's 1,200 workers participated in the work teams launching the transformation. Faculty and staff from across colleges and service units served on work teams during the transformation design and many continue to serve on the "Bridge" group. FM works hard to learn what the academic enterprise needs and works as partners to deliver those services. Academic units know what the service level is, how to get special service and who to talk to when things need to be fixed. The partnership is growing between FM, the academic and support units it serves.

Strategy: Balancing the structural deficit, a problem solved. When FM was established in 1990, it had a structural deficit. At that time, it was believed annual turnover would provide enough savings to allow for underfunding FM. When the budget model with cost pools was instituted, it was time to pay the piper. FM had developed strategies to address the major funding cuts in the FY10 and FY11 biennium that also addressed the structural deficit. Custodial services were comprehensively redesigned in FY10 and then again to prepare for an additional 10 percent cut in FY12. Building trades staffing cut and maintenance schedules updated. FM contributed \$ 6.0 million to the University's fiscal crisis and cut an additional \$6.3 million to solve the FM structural deficit. While 12 percent of the FM FTEs were eliminated, strategies of keeping positions vacant, retirement incentives and voluntary layoff packages all contributed to minimizing the number of people laid off. Paying attention to people helped build trust in FM.

Strategy: Re-engineer custodial service delivery. FM launched team cleaning in FY 12 to address cleaning the same amount of space with 10% fewer staff. Rather than a single person doing all assignments in an area, team members perform specialized tasks on a weekly rotation using the latest equipment. This has led to improved production rates while saving \$3.1 million.



University Services Organizational Chart



* Systemwide responsibility
** Partial Systemwide responsibility

March 2012



Regulatory Responsibilities

The Vice President for University Services is the responsible officer for the following Board of Regents and Administrative Policies:

Board of Regents Policies

[Activities Involving Recombinant DNA or other potentially Hazardous Biological Agents](#)

[Property and Facility Use](#)

[Health and Safety](#)

[Campus Public Art](#)

[Historic Preservation](#)

[Possession and Carrying of Weapons](#)

[Selection of Design Professionals](#)

[Sustainability and Energy Efficiency](#)

[Targeted Business, Urban Community Economic Development, & Small Business Programs](#)

[Wage Rates for Contractors](#)

Administrative Policy

Acquiring a U Card

Activities Involving Potential Hazardous Biological Agents

Operational Continuity Planning

Distributing Publications and Installing Banners at the University

Environmental Management

Getting Access to University Buildings

Managing Energy Supplies

National Incident Management System (NIMS) at the University of Minnesota

Radiation Protection

Security ID Badges

Smoke Free Indoor Air

Tailgating on Football Game Days: Twin Cities

Using Vehicles for University Business

Primary Unit Responsible

Auxiliary Services

University Health & Safety

Department of Public Safety

Facilities Management

Facilities Management

Department of Public Safety

Facilities Management

Department of Public Safety

University Health & Safety

Department of Public Safety

University Health & Safety

Auxiliary Services

Auxiliary Services