

Business Affairs - Reviewer's Report – IE

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Business Affairs

Business Affairs Mission, Vision and Values

Mission Statement:

The Office of the Vice President for Business Affairs oversees twelve widely diverse divisions that are committed to providing excellent customer service, advancements in campus-wide sustainability and enhancing the safety of all University students, faculty, staff and visitors. The Office supports the University's mission by establishing, operating, managing and promoting programs and services for the benefit of the University community. These programs and services are integral to the University's learning environment, enhancing the quality of campus life by meeting the demands for goods and services, and well-maintained facilities.

Start: 07/01/2021

End: 06/30/2022

Progress: Ongoing

Unit/College: Business Affairs

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Goal 1 Sustainability

Goal:

The Vice President's Office for Business Affairs has an ongoing departmental goal of becoming a model of sustainability. By balancing economic and resource efficiency with environmental integrity and social equity in decision making processes and operational functions, we are initiating and maintaining several sustainable efforts, not only within our twelve departments, but also campus wide. To accurately measure our goal of sustainability, we are implementing a number of action items or methods.

Action Items:

Action Item 1: Facilities Services

Continue efforts to achieve a reduction in main campus-wide energy consumption per gross square foot.

Action Item 2: Office of Sustainability

In coordination with six working groups, develop a comprehensive, revised Climate Action Plan 2.0 for campus that reestablishes UF as the leader in the State University System (SUS) in addressing climate change, supports City of Gainesville, and Alachua County initiatives for carbon reduction, and provides a framework for a resilient community response to climate-related risks. The six working groups are: Energy; Buildings; Transportation; Academics; Finance and Offsets; and Resiliency.

Measures of Action Items:

Action Item 1: Facilities Services

- 1a. Campus energy consumption per square foot;
- 1b. Campus energy cost per square foot; and
- 1c. Energy use per student.

Action Item 2: Office of Sustainability

Facilitate, draft, and adopt an updated UF Climate Action Plan (CAP) v2.0 by December 2021. CAP v2.0 will include: regular metrics tracking how UF-related greenhouse gas emissions fit into the overarching regional climate emissions; development of a community-level resilience plan that provides actionable projects for reducing local impacts of climate-related changes; and a specific plan to reach a minimum of 27% reduction in campus carbon emissions (from the 2005 baseline) by 2025 - the target established globally through the Paris Climate Accord.

Time Period of Action Items:

Action Item 1: Facilities Services

Each of the sub-tasks are on-going projects being rolled out in stages across campus as time permits and makes sense in the larger scheme of maintenance initiatives.

Action Item 2: Office of Sustainability

A series of six internal working groups addressing specific carbon emissions categories (e.g. energy, buildings, transportation, academics, finance & offsets, resilience) were convened starting in January 2021 to evaluate and recommend specific opportunities and actions to minimally reach a 27% reduction target for 2025 (the minimum level identified in the UN Paris Climate Accord). Working groups and an Advisory group developed a range

of goals, strategies, and actions through April 2022. Through the summer of 2022 those goals, strategies and actions were further refined by key campus units responsible for implementation. A final internal version of the plan is undergoing higher level review and development of the implementation frameworks and processes with the intent to publish a Climate Action Plan 2.0 will be finalized in September 2022. The Climate Action Plan 2.0 will be implemented through 2025, with an annual reporting and refinement process each April.

Resources of Action Items:

Action Item 1: Facilities Services

1a. Facilities Services Energy Department;

1b. Facilities Services Operational Staff for implementation of identified lighting and upgrades and assorted projects; and

1c. Facilities Services Sustainability Team for consultation on energy consumption measures and appropriateness of future tactics to ensure a cohesive campus wide plan.

Action Item 2: Office of Sustainability

The UF Climate Action Plan (CAP) revision process will require Office of Sustainability staff time as well as collaborative campus-wide and community-wide input. Nearly 100 individuals from the campus community (faculty, students, staff) were part of the six working groups. An additional 175+ comments and questions were gathered through three public Climate Action Listening Sessions. The Office of Sustainability provided the financial and personnel resources for the resiliency planning workshop. A facilitation consultant was contracted through the Office of Sustainability to help guide the process and develop a facilitation plan that allowed the process to occur online rather than the traditional in-person workshop plans.

Results and Evaluation:

Action Item 1: Facilities Services

Facilities Services in cooperation and conjunction with Office of Sustainability, the Office of Planning, Design, and Construction, and the Office of Environmental Health & Safety has initiated several programs to achieve the State of Florida energy goal to reduce the campus-wide energy consumption by 10%, compared to the 2007-2008 baseline. Since new square footage is being added every year, the energy reduction is normalized and is represented by energy per square foot. There are four main initiatives underway: LED lighting, laboratory air reduction program, retro-commissioning, and alternative energy sources. Utilizing these initiatives, the 2021 - 2022 reduction in campus energy consumption per square foot was 12.99% compare to the 2008 Baseline year, and the reduction in campus energy cost per square foot was 19.84% compare to this same baseline year. The improvement for 2022 year was minimal at 0.05%. The result for the lower improvement from FYE 21 may be attributed to a very underutilized campus in FYE21 from the Covid pandemic restrictions. In addition to this small improvement in Energy per Gross Square Footage, there were other strong improvements in Energy per Student FTE of 4.24%. We have achieved the milestone and are continuing to strive for similar achievements in the coming years.

A program to upgrade existing lamps to LED lamps across campus has begun with excellent results. Depending on the type of light source being upgraded we have seen reductions in energy usage from 35% - 55%. We have over 500,000 lamps to upgrade, and we have upgraded an estimated 42,000 lamps.

In 2016, a program was created called Laboratory Air Reduction which upgrades research building's ventilation equipment to allow variable air volume on the supply and exhaust air. By adding occupancy sensors to the existing Building Automation System and changing the amount of air changes per hour that is permissible by Environmental Health & Safety guidelines we can save on the amount of air that is conditioned and then exhausted through the roof. This saves approximately 20% in energy reduction.

Another program that has been successful is called Retro-Commissioning. Many of our older building's operational systems need to be updated to allow energy savings sequence of operations. Most of the newer buildings have these sequences and therefore they typically use less energy. We have seen energy reductions from 10% - 40% using this process and will continue until all buildings have been updated. We estimate that we should be able to upgrade all campus building systems by 2030.

Being part of the Sunshine State, we have been using solar energy to generate power on campus and partnership with utility provider to increase our solar portfolio. Our current portfolio of solar Photovoltaics is 24,113 kW (13.2% of total Campus electrical). With the advent of Solar Evacuated tubes to generate heating hot water to 392°F, we are exploring the opportunity of using this system to heat our buildings. With a resurgence of smaller absorption chiller options, we are also exploring the ability to cool our buildings with this same heat source. We hope to have a net-zero energy consumption building using these technologies.

The Facilities Services Energy department is tasked with achieving this goal. Facilities Services has created and is working to implement a Green Revolving Fund (GRF) to assist with the needed resources to continue its efforts for achieving this goal. The results are computed each year by the FS Finance team in updating the main campus' purchase of energy (electric, steam and natural gas) from multiple suppliers while using STARS (UF's Space Management software) to develop UF's main campus GSF space own.

Action Item 2: Office of Sustainability

From January 2021 through May 2021, the six working groups each met in 4 different targeted workshop sessions to develop draft goals and strategies. From May 2021 through August 2021 the Office of Sustainability staff compiled and refined the draft goals further, and identified additional data needs to inform final goals. In Fall 2021 and Spring 2022 the goals were further refined with input from a higher-level advisory group, and then finalized by the six working groups. During that time implementation plans and recommendations for implementing the plan across

the entire campus were developed. From April through July 2022 The Office of Sustainability staff will compile the final version of the UF Climate Action Plan 2.0 for review and approval by UF administration. Adoption, publication, and the beginning of implementation are planned for September 2022.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 7 A physical infrastructure and efficient administration and support structure that enable preeminence.

Goal:

A physical infrastructure and efficient administration and support structure that enable preeminence.

Objective:

Three objectives are associate with this goal.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.
- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.

Goal 2 Safety

Goal:

The Division of Business Affairs is focused on providing a safe and secure campus environment in support of the university's mission of teaching, research and scholarship, and service. Several action items are in place to evaluate this ongoing goal.

Action Items:

Action Item 1: Facilities Services

Facilities Services aims to achieve zero hours of lost time (when work cannot be performed, or employee is unable to work due to injury) on a yearly basis.

Action Item 2: Environmental Health & Safety

In collaboration with Business Affairs Technical Services (BATS), EH&S will develop a new charter program to enhance the online Injury/ Incident Reporting process with UF campus partners and stakeholders. This will allow us to capture campus-wide reporting data analytics (i.e., injury, incident, and near-misses) and aide in identifying where risk mitigation & loss prevention measures are needed. This new charter program will also assist EH&S in streamlining an internal investigation process.

Action Item 3: Environmental Health & Safety

As EH&S continues to evaluate its training programs and adjust to the on-going changes of safety requirements and compliance needs, we will continue to focus our goals on training and minimizing risks. Last year was a productive year for EH&S training, as we updated and launched 9 training courses. This year our attention is focused on not only updating old courses, but expanding on developing some new courses and providing more in-person training opportunities.

Action Item 4: Environmental Health & Safety

EH&S established the Occupational Medicine (OccMed) Advisory Board in 2021 which includes stakeholders: Institutional Animal Care and Use Committee (IACUC), Animal Care Services, EH&S, UF Human Resources, Veterinary Medicine (Vet Med), and the Student Health Care Center (SHCC). Recently, we had presentations from two external vendor clinics as options to replace or support the current OccMed health assessment services currently being performed by the Student Health Center. We will be starting a pilot project in FY 2022-23 with Facilities Services for the health assessment of their employees. We will coordinate with the OccMed Service provider, SHCC, and Vet Med to draft new standard operating procedures (SOP), to champion an external vendor and/or hybrid model of both internal/external services in supporting critical research and compliance requirements to the UF OccMed community.

Action Item 5: Environmental Health & Safety

EH&S and Business Affairs Technical Services (BATS) will collaborate to develop a comprehensive web-based system for managing and tracking research safety and compliance. Although EH&S currently contracts with Safety Stratus to provide the Gator TRACS (Tool for Risk Assessment Compliance and Safety) platform, our goal is to develop an improved and more efficient software that better integrates with existing UF systems.

Examples of future improvements include:

- Integration with UF's personnel directory and space allocation system
- Tracking of scientific assets through integration with the MyAssets platform
- Automatically generated work orders from inspections
- Automatically generated notifications for expired training
- Summary dashboard including high level compliance and safety information

Action Item 6: Transportation & Parking Services

In August of 2020, Transportation and Parking Services (TAPS) contracted Lyft to launch the second generation of the UF Safe Rides Program. The program offers UF students discounted nighttime rides Wednesdays through Sundays between the hours of 9 PM and 3 AM. Significant changes from the previous program include a change in vendor to Lyft, an increase in the discount from 25% to 50% on all qualifying rides, and significant expansion of the service area in which the discount is applied.

Action Item 7: Department of Emergency Management

Emergency planning cohorts will be promoted and conducted to improve college/department level emergency plans at the institution. The Department of Emergency Management will recruit colleges and departments to participate in a year-long program that trains identified staff to develop and implement an emergency plan, based upon standardized templates created for the University.

Measures of Action Items:**Action Item 1: Facilities Services**

- Number of incidents
- Workdays away
- Restricted cases

Action Item 2: Environmental Health & Safety

As EH&S develops this new charter program, a steering committee apprised from various campus partners (i.e., Housing, Facilities Services, IFAS, Engineering, Vet Med, etc.) will be established to aide in the successful university launch of this program. Also, this new data can support any internal UF audit performed.

Action Item 3: Environmental Health & Safety

Our Training & Education Coordinator works closely with each area within EH&S to manage these programs. The coordinator runs reports from the UF Enterprise Analytics group for the EH&S leadership team to assess leading and lagging training matrix.

2A. – Training Results Baseline from FY21-22

9/1/2021-6/30/2022		
Course Code	EHS Course Name	Total Completions
EHS801	Asbestos Awareness	39
EHS805	Confined Space Entry: Part 2	53
EHS809	Hazardous Waste Management	3502
EHS814	Hazard Communication Training	171
EHS815	Hot Work Awareness Training	7
EHS819	Heat Stress Training (Hearing Conservation)	570
EHS820	Tractor Safety	182
EHS827	Fire Extinguisher Safety	13
EHS830	Radiation Safety Short Course	69
EHS833	Laser Safety RAD Course	117
EHS838	Hearing Conservation Training	360
EHS839	Forklift Instructor Training	51
EHS843	Resp Protection: Online Tight Fit	168
EHS846	Resp Protection: Online N95	790
EHS850c	BBP & Biomedical Waste Training-Clinical	4471
EHS850g	BBP & Biomedical Waste Training -General	2590
EHS850d	BBP & Biomedical Waste Training - Dental	354
EHS850t	BBP & Biomedical Waste Training - Training Coordinators	49
EHS851	Biomedical Waste Training	1599
EHS852	Shipping & Transport of Biological Materials	259
EHS853	General Biosafety Training (1.1)	1276
EHS861	Chem Hygiene Plan: Lab Staff	2378
EHS862	Lab Safety Actions & Reactions	11
EHS863	New Researcher Overview of EHS	230
EHS870	15 Passenger Van Training	169
EHS866	Liquid Nitrogen	145
EHS868	MRI Safety	38
EHS871	Autoclave Training	50
EHS872	Scripps Respirator HF	3
EHS873	Scripps Respirator N-95	3
EHS874	Scripps X-ray Radiation Producing Machine Safety	1
EHS875	Scripps Intro to Radiation & Radioactive Materials	13
EHS876	Scripps Lab Safety Personnel	6
EHS877	Scripps BBP	3
EHS880	Safety Seminar	18
EHS881	Engineering Lab Safety Manager - Initial	45
EHS883	Gator TRACS Tutorial	12

EHS884	Waste Anesthetic Gas	27
EHS900	Managing Controlled Substances in Research Labs	16
	Totals	19858

Action Item 4: Environmental Health & Safety

EH&S will continue to work with our campus partners on cultivating a path forward to support occupational health services for the University of Florida community. Once a selection or decision is made, the Advisory Board will meet at least quarterly to troubleshoot issues, facilitate communication, address customer service concerns, manage UF's risk associated to job duties, and review SOP's. We will also continue to assess and audit the work with our Advisory Board members as we roll out and disseminate program changes to all units involved in the hiring process, not only for external hires, but also for internal hires. Additionally, if it is decided that established parts of the current program should remain on campus, i.e., animal contact program, EH&S will streamline procedures to maximize efficiency.

Action Item 5: Environmental Health & Safety

EH&S will meet with BATS on a weekly basis to advance the completion of this project. The first phase completion will include the following modules:

- Lab dashboard: a home page where research labs can set up their personnel rosters, manage space assignments, conduct hazard assessments, and review overdue or pending tasks
- Inspections: a tool to conduct lab inspections and generate findings reports
- Chemical inventory: a centralized system for maintaining a university-wide chemical inventory
- Biohazard project registration: a platform supporting the submission, review, and approval of work requiring Institutional Biosafety Committee approval.

Future phases will include the following features:

- Mechanism for tracking research related assets
- Hazardous waste pick up requests
- Radioactive material registration and approvals

Action Item 6: Transportation & Parking Services

TAPS requires monthly reporting from the vendor and monitors ridership and expense data to gauge utilization of the service. TAPS established a budget of \$300,000 for 2020-21 for the UF Safe Rides Program, based on previous ridership data and projections of how ridership might grow in response to the higher discount rate and the expanded service area. A similar budget amount was established for 2021-2022.

Action Item 7: Department of Emergency Management

Pending participant collaborations, the effort will result in the creation or major update of emergency plans for involved colleges and departments each calendar year. The performance will be gauged against two measurements – a) the number of developed college/department emergency plans and b) the number of faculty/staff who complete the training program. Results will be provided through a survey tool administered to members of each cohort. The annual baseline for the project will be the creation or substantial update of five to ten plans per calendar year.

Time Period of Action Items:

Action Item 1: Facilities Services

Safety measures and training initiatives are on-going efforts with a mix of regularly scheduled items (i.e. monthly safety briefings) and as-needed additional items (i.e. specialized safety trainings tailored to specific trades/tasks identified through a variety of methods). Some of these needs vary across the Facilities Services employee base due to the wide spread of job focuses in each area and therefore impact the frequency/scheduling of action items.

Action Item 2: Environmental Health & Safety

Discussion for a new data platform with BATS will begin in August 2022. After this initial discussion, a timeline can be determined. The hope is to have the selection of all steering committee members by the end of December 2022 and begin launch by the next fiscal year, if not sooner.

Action Item 3: Environmental Health & Safety

Improving training for our UF campus partners and community is an ongoing effort. Our goal is to update additional old courses or launch some new courses. This will also include in-person training opportunities. 2A. is a list of scheduled courses to be updated and/or launched.

2A.

In September 2022

- EHS833_OLT: Laser Safety
- EHS861_OLT: Chemical Hygiene Plan (Includes In-person)
- EHS851_OLT: Biomedical Waste Main Campus Only
- EHS869_OLT: Compressed Gases
- EHS878_OLT: Scripps Spill Prevention

In December 2022

- EHS850_OLT: BBP-separating this course from BMW which is a change from the past method of combined BBP/BMW for general (850G), clinical(850C), dental(850D) and trainer(850T) courses
- EHS852_OLT: Shipping Biological Materials

Sometime during the FY 2022-2023

Develop a new Hydrofluoric Acid Safety training program (Includes In-person)

Expand on the in-person fire extinguisher training program (i.e., Housing, Facilities Services, IFAS)

Action Item 4: Environmental Health & Safety

With the Advisory’s Boards approval EH&S will begin this pilot process of working with a potential new vendor, while working with the Student Health Center in the beginning of FY 2022-23 with the intent to have the new program charter developed by the end of the FY. EH&S will also integrate our new campus partners in Palm Beach, Scripps Research, so that their current EH&S process aligns strategically with the main campus of UF in Gainesville.

See Attachment 3.4 - FY 22-23 New OccMed Service Vendor Rollout

Action Item 5: Environmental Health & Safety

The table below estimates the approximate implementation dates for the web-based research services and compliance program:

Date	Item	Status
April - June	Demonstration of existing system	Complete
June – December	BATS to work on new system	In progress
December – February	EH&S internal testing with feedback to BATS	Planned
February – April	Beta testing with a select group of labs	Planned
May – August	Populate system data and conduct personnel training	Planned
Fall 2023	Launch with ongoing training	Planned

Action Item 6: Transportation & Parking Services

The initial two year contract period with Lyft concludes August 2022. TAPS has continued to evaluate the success and value of the UF Safe Rides Program throughout the contract term to make a recommendation on its continuation.

Action Item 7: Department of Emergency Management

The Department of Emergency Management delivered the planning cohort through a series of training sessions during the calendar year 2021 and began another cohort in the calendar year 2022. The standard program meets monthly and follows a curriculum developed by the Department of Emergency Management. In between sessions, cohort members facilitated the drafting of their emergency plan sections within their college or department.

Resources of Action Items:

Action Item 1: Facilities Services

- Facilities Services Safety Coordinator
- Outside safety education vendors as necessary
- Facilities Services Training Team for coordination of large-scale training efforts related to safety/coordination of safety training vendors as needed

Action Item 2: Environmental Health & Safety

The Injury/ Incident Reporting charter program is currently being assessed by EH&S and working with BATS to keep in-house. This will aid in little to no additional cost or resources for an external platform system or IT risk assessment. The selected steering committee members will be UF employees or partners; as the majority of this program can be handled via Zoom/ TEAMS group work sessions, and through email. By going to full online reporting, it will also reduce any cost of paper, printing ink and mail expenses.

Action Item 3: Environmental Health & Safety

EH&S has a full-time Training & Education Coordinator that manages and collaborates with other campus partners to oversee the safety training needs. At times the coordinator works with these partners in representing the department in all UF Communication campaigns such as

- rebranding (UF Communications guidelines) job aids, presentations, and forms
- coordinating stories (Thacker HOF, etc.)
- producing and distributing the EH&S Quarterly Newsletter
- coordinating video production projects (UF Creative Works)

Action Item 4: Environmental Health & Safety

The Director of EH&S, Associate Director of Occupational Medicine/Risk Management and the Occupational Medicine Program Coordinator will work with campus partners in the development of the communication plan, so that any changes to the program are trickled down to the users of the program including HR Liaisons. The new program will be presented to the various HR units on campus including UFHR, IFAS, and the College of Medicine, sharing regular updates through the EH&S quarterly newsletter. EH&S will draft SOP’s, modify the website, and develop and update forms, which will aid in streamlining efficiency in the Occupational Medicine communication process.

Action Item 5: Environmental Health & Safety

EH&S will keep utilizing the Business Affairs Technical Services team for the development of the software. Implementation and roll-out of the software will be conducted by EH&S staff which includes a full-time Program Assistant (already in place) as the primary system administrator. 1-2 temporary OPS staff will likely be needed to transcribe and transfer information from one platform to another.

Action Item 6: Transportation and Parking Services

Funding for the UF Safe Rides Program comes from the Transportation Access Fee account. Contract development and execution was a collaborative effort between UF Procurement and TAPS staff. The contract is managed by TAPS staff.

Action Item 7: Department of Emergency Management

Both the Director and Assistant Director have been engaged in teaching the cohort sessions and supporting colleges and departments as emergency plans have been drafted. Additionally, the Director and Assistant Director will revise emergency plan templates employed for the cohort and update training materials based on feedback and results of each yearly cohort.

Results and Evaluation:

Action Item 1: Facilities Services

During FY21, several tactics were implemented by the Facilities Services Safety Coordinator with the goal of increasing safety awareness and decreasing lost time. These initiatives included an expansion of monthly safety meetings, focused content on sprains and strains, and an increased focus on accountability for conducting and tracking safety trainings.

The tactics listed above were continued over the course of FY22 to assist with minimizing lost time due to strains in the future. In FY22, Facilities Services saw a consistent improvement in tracking completion of safety trainings.

The year over year improvement in lost hours can be seen in the following table:

FYE	# Of Incidents	% Change in # of Incidents	Workdays Away	% Change in Workdays Away	# Of Restricted Cases	% Change in # of Restricted Cases
2019	111		1676		2507	
2020	107	-3.60%	1211	-27.74%	1732	-30.91%
2021	68	-36.45%	937	-22.63%	573	-66.92%
2022	60	-11.76%	198	-78.87%	598	4.36%

*# of Workdays Away may be higher until started cases in FYE22 are closed.

As per the table above, there has been significant improvement towards meeting the hours of lost time. The number of incidents has improved by 46% since 2019. Facilities Services is also showing great improvement in workdays away; however, as noted above, Facilities Services will have more final metrics as the FY22 Cases are closed out. Facilities Services has also seen a 76% decrease in restricted cases as well.

Action Item 2: Environmental Health & Safety

In EH&S – Risk Management, a designated intake person has been identified in receiving these injury/ incident reports and assigning to appropriate groups for follow-up investigations. The EH&S leadership team and Risk Coordinator can review these reports. This data can be shared with specific departments (i.e., C-suite members, Engineering Safety Director, Internal UF Audit team) as needed.

Action Item 3: Environmental Health & Safety

EH&S leadership team meets bi-weekly to discuss and table projects, training, needs and support. These discussions at times, extend out to the EH&S monthly meetings. The EH&S Director also host meetings with other campus partners to cover any training needs for their prospected departments (i.e., IFAS, Research). Lastly, the Training & Education Coordinator works with a number of campus users and partners to ensure all programs are operational.

Action Item 4: Environmental Health & Safety

EH&S will continue to oversee the OccMed Program and accept critical feedback from the Advisory Board; as well as continue to work out customer service issues and arrange meetings with representatives from external vendors/ stakeholders. If needed, we will occasionally invite representatives from the external vendor, to accept feedback and make recommendations to our internal process.

3.A – OccMed Advisory Board Member’s Roles

EH&S	<ul style="list-style-type: none"> •Director, EHS •ASO Director •OccMed Coordinator •Biosafety Officer
Human Resources	<ul style="list-style-type: none"> •Director •Project Manager •Workers Compensation
Student Health Center	<ul style="list-style-type: none"> •SHCC Interim OccMed Director •SHCC/ARNP
Research OPS & Services	<ul style="list-style-type: none"> •Director Research Ops & Services
Animal Care Services	<ul style="list-style-type: none"> •Designated Staff
Additional Stakeholders	<ul style="list-style-type: none"> •Scripps Research •IFAS •Dive Safety •UF Departments (i.e., UPD, Facility Services/ Housing)

UF Vice Presidents Office	<ul style="list-style-type: none"> •Sr. VP & COO
Veterinary Medicine	<ul style="list-style-type: none"> •VM - HR Director •Associate Professor, IACUC Chair
Community Medicine	<ul style="list-style-type: none"> •Senior Associate Dean and CEO, UFP
Global Medicine	<ul style="list-style-type: none"> •Associate Professor of Medicine; Deputy Director of Emerging Pathogens Institute
External Clinic Vendor	<ul style="list-style-type: none"> •Company’s Occupational MD •Designate(s) support personnel

Action Item 5: Environmental Health & Safety

Evaluation of the results will be conducted by the following parties:

- EH&S Director
- EH&S Associate and Assistant Directors
- Lab Safety Program Manager
- Biosafety Officer
- Various EH&S Coordinators
- Research Services Program Assistant
- Select Principal Investigators and Lab Managers

Action Item 6: Transportation & Parking Services

Due to irregular levels of ridership on all modes of transit during COVID and continuing related anomalies, ridership has not met original expectations. Ridership and expenses clearly accelerated at the start of the new academic year in fall of 2021 as a result of higher levels of campus activity.

Action Item 7: Department of Emergency Management

During the 2021 calendar year, the Department of Emergency Management conducted an emergency planning cohort consisting of twelve, monthly sessions. During each session, training was provided to foster the completion of an internal college/departmental emergency plan based on provided templates. In continuing COVID-19 protocols from the previous year, all sessions were conducted via Zoom.

An exit survey was conducted with cohort participants to gauge results. Twelve colleges/departments started the year-long process and nine of those areas finished the program. Of those nine, eight indicated completing their plan within the timeframe of the cohort, and the ninth responded that their plan would be finalized within the following calendar year.

Sixteen individuals attended at least one session of the cohort, with ten of those attending the minimum number of sessions required to earn a certificate. Those ten completed the exit survey, with each indicating the cohort increased their knowledge of emergency planning.

The Director reviewed the survey results and feedback provided by cohort participants at the end of the program. The majority of respondents indicated the cohort was a valuable experience and enabled them to produce an emergency plan for their area.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS

RELATED ITEM LEVEL 1

Goal 7 A physical infrastructure and efficient administration and support structure that enable preeminence.

Goal:

A physical infrastructure and efficient administration and support structure that enable preeminence.

Objective:

Three objectives are associate with this goal.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.
- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.

Goal 3 Service

Goal: The third and final goal is to provide desired and preeminent services to students, faculty, staff and campus visitors.

Action Items:

Action Item 1: Business Services

Modernize the University's identification card program, Gator 1 Card, infrastructure and improve the customer experience. The Gator 1 Card program lags behind most higher education campus card programs in terms of secure card technology and back-end infrastructure, including physical security. The home-grown infrastructure lacks many basic features that are common in campus card programs. Students are requesting a better mobile experience including a pathway to mobile credentials. A third party one-card provider and secure card technology is critical for modernization and long-term growth/support for our campus.

Action Item 2: Business Services

Enhance the on-campus dining experience through a premier food service program that aligns with UF's overall brand excellence.

Action Item 3: Business Services

Continue to support academic programs and student life by increasing the affordability of required textbooks and course materials. Current legislation allows the university to implement cost savings programs for students in courses with required electronic course materials with some restrictions.

Action Item 4: Facilities Services

Facilities Services aims to enhance customer communication and transparency by increasing the percentage of work orders entered through our customer request portal GatorWorks by 10% during FY22. This was pursued through customer education and continuous improvement of request system functionality.

Action Item 5: Small Business & Supplier Diversity

Increase utilization of small and diverse businesses (including women-owned, minority-owned, veteran-owned, service-disabled veteran-owned, HUBZone and small disadvantaged businesses). This action will occur through various events including monthly workshops, one-on-one introductory meetings, networking events and developing tools.

Action Item 6: Small Business & Supplier Diversity

Continue campus-wide Supplier Diversity education program for staff engagement that provides responsible parties across campus with an introduction to our Supplier Diversity Program and how their actions result in University of Florida achieving its strategic goals of increased utilization of small and diverse businesses. Continue to partner with campus departments and external organizations on programs/events that raise awareness of SBSB and procurement opportunities with UF.

Action Item 7: Small Business & Supplier Diversity

Launch the diverse spend reporting and contract compliance program to track the small and diverse business utilization on major construction projects (projects \$4 million and above). Begin training for internal, prime, and subcontractor users on the new reporting tool.

Action Item 8: Transportation & Parking Services

For two years leading up to the June 7, 2021 launch of its Micromobility Pilot Program, the City of Gainesville collaborated with Transportation and Parking Services (TAPS) to bring e-scooters to the Gainesville community and the UF campus. Students, faculty and staff now have another personal transportation option available to them for short trips and first-mile/last-mile connections. TAPS coordinated with the City and the three chosen vendors (Bird, Spin and Veo) to control e-scooter speeds and regulate parking zones on campus through geofencing and strict user policies.

Action Item 9: Transportation & Parking Services

A multi-year planning initiative by Transportation and Parking Services (TAPS) will culminate in the introduction of “virtual” parking permits for the University community for the 2022-2023 academic year, completely replacing the use of physical parking decals. In the “virtual” permit environment, a vehicle’s license plate replaces the traditional sticker the University has issued for over three decades. The immediate benefit to faculty, staff and students is the ability to register their vehicles online at any time to receive immediate parking privileges. Additionally, the virtual permit will eliminate the waiting time for decals to arrive in the mail, the need to transfer a decal between vehicles, and the need to replace a lost decal.

Vehicle mounted and hand-held License Plate Recognition (LPR) cameras are used to read tags and perform permit verification. Planning efforts in 2019-2020 and 2020-2021 included a year-long test of essential LPR technologies, coordination with technical services on the development of the new Gator Parking Portal, an online application for customers to register and update tag numbers, testing of the system by a sample customer group of Medical Residents, and coordination with UF’s Office of General Counsel to amend relevant UF Regulations.

Action Item 10: University of Florida Police Department

The University of Florida Police Department (UFPD) will foster a culture of care through the creation of a campus police-mental health co-responder team with the goals of providing appropriate alternatives to arrest, officer use of force, hospitalizations and promotes the development of and access to quality mental health treatment and services.

Action Item 11: University of Florida Police Department

The University of Florida Police Department will foster a more secure campus environment by reducing criminal activity through enhanced processes that emphasize directed enforcement and prevention activities based on effective crime analysis information.

Measures of Action Items:**Action Item 1: Business Services**

1a. Research third party one-card providers and card technology; select best partner for both campus card and physical security

1b. Rebrand the Gator 1 Card to a modern design which has not changed in over 20 years.

1c. Create and execute plan to launch the one-card system including mobile credentials.

1d. Establish funding model for one-card and mobile credentials

1e. Identify campus constituents affected by the new card system and develop plan to accommodate their needs, i.e. those who currently utilize magnetic strip technology, but must soon transition to mobile credential technology.

Action Item 2: Business Services

2a. Complete an Intent to Negotiate (ITN) process to identify the most qualified vendor to provide food and beverage services for the University.

2b. Rebrand the dining program to cultivate enthusiasm and a renewed confidence in the on-campus offerings.

2c. Identify and measure annual metrics and Key Performance Indicators (KPIs) that monitor year-over-year program improvements, i.e. customer satisfaction surveys, meal plan sales (new and returning customers), annual sales volume, sustainability initiatives.

2d. Develop and execute a plan to partner with local businesses and the Gainesville community.

2e. Develop and execute a construction/renovation plan to refresh dining locations with modern designs and amenities.

Action Item 3: Business Services

Grow the number of classes (sections) utilizing the “UF All Access” program and compare cost of textbooks/course materials before and after utilizing UF All Access. Business Services will then complete comparative analysis of cost savings to students through rental textbooks, digital books, and used books compared to new book prices.

Action Item 4: Facilities Services

The success of the GatorWorks portal will be measured by assessing percentage of work orders submitted via online customer request system versus alternative submission methods (i.e. email, phone call) over the evaluation period. The system allows customers to follow the life cycle of the request and see details on methods of completion more closely therefore furthering the overall goal.

Action Item 5: Small Business & Supplier Diversity

To implement the Small Business Development Program in 2021-22, we will:

- Recruit, retain and graduate fifteen (15) small or diverse firms from the Mentor Protégé Program
- Conduct at least one (1) business development workshop/outreach event each month

Action Item 6: Small Business & Supplier Diversity

To continue campus-wide Supplier Diversity education program, we will partner with Human Resources Training and Organizational Development to facilitate and advertise with units and departments across campus. We will conduct a minimum of four (4) workshops throughout the year, gather feedback from participants, and evaluate the progress and success of the program.

We will continue partnerships with internal departments and external organizations. We will participate in at least two (2) internal and external events that target diverse and small businesses, including:

- State of Florida Office of Supplier Diversity (OSD) Supplier Diversity Exchange
- Gainesville Collaboration Meeting

Action Item 7: Small Business & Supplier Diversity

Finalize the implementation of the diverse spend reporting and contract compliance program which will increase efficiencies and provide accurate data on supplier intake, project tracking, and reporting of diverse supplier participation. Coordinate training for internal and prime supplier use departments.

Action Item 8: Transportation & Parking Services

In coordination with the City of Gainesville, TAPS continues to receive and evaluate ridership data from the three vendors. While the City has taken the lead role in evaluating the program and choosing to continue the program for a second year, TAPS continues its collaboration with the City to provide significant input into program decision making.

Action Item 9: Transportation & Parking Services

A year-long test of LPR equipment was successful. Moving forward, TAPS will monitor the first year of this initiative to identify opportunities for programmatic improvement and fine-tuning with a focus on enhancing the customer experience.

Action Item 10: University of Florida Police Department

10a. UFPD will hire a Behavioral Services Assistant Director to launch program and provide administrative and clinical oversight

10b. UFPD will hire two master's level clinicians to serve as mental health providers on the co-responder team

10c. UFPD will inform campus of co-responder resource

10d. Clinicians will track response data for analysis

Action Item 11: University of Florida Police Department

Using Uniformed Crime Reports and department trespass data, the University of Florida Police Department will assess its level of success in reducing the incidence of crime through directed enforcement and prevention activities suggested as a result of effective crime analysis.

Time Period of Action Items:

Action Item 1: Business Services

1a. Research for third party one-card providers began in fall 2021. A firm was selected in spring 2022.

1b. The card design/rebrand project launched in fall 2021 and continues through fall 2022.

1c. Creation of plan began spring 2022 with a Fall 2022 rollout, continuing through summer 2023.

1d. Development of the funding model began in spring 2022 with implementation by fall 2022.

1e. Campus constituent identification will begin in fall 2022 and continue through spring 2023.

Action Item 2: Business Services

2a. The ITN was issued July 2021 with anticipated completion of March 2022.

2b. The rebranding effort will commence upon selection of a food service partner, with completion in fall 2022.

2c. The establishment of KPIs will occur during the development of the annual operating plan prior to fall 2022. Annually thereafter, key metrics will be identified and evaluated at the end of each academic year.

2d. The development of major components of the plan is prioritized for fiscal year 2023. Updates will occur annually. Execution will occur throughout the contract term.

2e. Plan development will occur during fall 2022. Updates to refresh schedules will occur annually. Execution will occur throughout the contract term.

Action Item 3: Business Services

In 2021-2022, Business Services will identify and execute creative solutions to expand the UF All Access learning materials delivery program.

Action Item 4: Facilities Services

Evaluating the GatorWorks portal success is a continuing process that was monitored throughout the FY 2021-22. The addition of public notes submitted by technicians was implemented in January 2022 to provide an additional layer of detail to Facilities Services customers.

Action Item 5: Small Business & Supplier Diversity

- Mentor Protégé Program recruitment begins September 2021. The program will begin January 2022 and end November 2022. A program evaluation will be completed at the end of the program.
- The monthly outreach events begin March 2021

Action Item 6: Small Business & Supplier Diversity

The Supplier Diversity campus education program with Human Resources Training and Organizational Development began September 2017 and will be conducted monthly (virtual).

Action Item 7: Small Business & Supplier Diversity

Implementation of diverse spend reporting and contract compliance program will be completed by December 2020.

Action Item 8: Transportation & Parking Services

The City's one-year pilot program launched in June of 2021. Based on the success of the first year, both in the City of Gainesville and on the University of Florida campus, the program was renewed for a second year.

Action Item 9: Transportation & Parking Services

The Gator Parking Portal will open for "virtual" permit sales on August 8, 2022 for students and August 15, 2022 for all others. The first year runs from September 1, 2022 through August 31, 2023.

Action Item 10: University of Florida Police Department

10a. March 2022 Behavioral Services Assistant Director hired

10b. First clinician hired June 2022 and went in-service July 16, 2022. Second clinician search is underway

10c. Campus press release and education is underway and ongoing

10d. Clinician response data will be reviewed quarterly as well as annually to determine trends

Action Item 11: University of Florida Police Department

University of Florida Police Department will collect and monitor campus crime data continuously and review it weekly. Comparative data will be used to determine the degree to which this goal is met and to make any modifications needed to the deployment of enforcement and prevention services.

Resources of Action Items:**Action Item 1: Business Services**

1a. Collaborations by staff from Business Services, Business Affairs Technical Services, and Department of Physical Security

1b. Collaborations by staff from UF Strategic Communications & Marketing, Business Services, and Business Affairs Marketing. Feedback from various campus constituents.

1c. Collaborations by Transact (one-card provider) and staff from Business Services, Business Affairs Technical Services, UF Information Technology, and UF Strategic Communications & Marketing

1d. Business Services staff, review by Vice President for Business Affairs and UF senior leadership, and approval by UF Board of Trustees

1e. Collaborations by staff from Business Services, Business Affairs Technical Services, and relevant campus constituents.

Action Item 2: Business Services

2a. Collaborations by staff from UF Office of Procurement, consultant group Envision Strategies, Business Services, and the ITN Committee consisting of diverse members including faculty, staff, and students

2b. Collaborations by staff from UF Strategic Communications & Marketing, Business Affairs/Business Services Marketing teams, and Chartwells Higher Education Marketing team

2c. Collaborations by staff from Business Services and Chartwells Higher Education

2d. Collaborations by staff from Business Services, Chartwells Higher Education, local restaurant owners, and Gainesville community members

2e. Collaborations by staff from Business Services, Chartwells Higher Education, and UF Planning, Design & Construction (PDC)

Action Item 3: Business Services

- Collaboration and participation from the UF Bookstore as they work with publishers to demonstrate electronic product offerings to faculty.
- UF Dual Enrollment collaboration to include UF All Access program direct billing to multiple counties in Florida.
- UF Athletic collaboration to include UF All Access program direct billing.

Action Item 4: Facilities Services

Work Management for primary customer communications

- Facilities Services Operational staff for completion of work and communication of work tasks
- Business Affairs Technical Services for as needed IT support

Action Item 5: Small Business & Supplier Diversity

Resources include staff time, financial resources from the department budget, funds raised through the Mentor Protégé Program sponsorships.

Action Item 6: Small Business & Supplier Diversity

Resources include staff time only; no financial resources required.

Action Item 7: Small Business & Supplier Diversity

Resources include staff time only; no financial resources required.

Action Item 8: Transportation & Parking Services

There are no direct costs to the University other than materials for signage and painting to create parking zones, and TAPS transportation division staff time.

Action Item 9: Transportation & Parking Services

TAPS will monitor the performance of the "virtual" permit program and LPR technology to ensure expected levels of performance are met.

Specifically, TAPS will measure the number of LPR "reads" and "hits" to assess the efficiency and effectiveness of the system in performing campus parking enforcement.

Action Item 10: University of Florida Police Department

Behavioral Services Assistant Director and co-responder clinicians will be funded through UFPD personnel budget

Action Item 11: University of Florida Police Department

UFPD staff will accumulate data, prepare reports and make comparisons.

Results and Evaluation:**Action Item 1: Business Services**

1a. NFC EV2 was selected as the optimal card technology for secure campus transactions and door access. Transact was selected as the preferred vendor in spring 2022.

1b. Gator 1 Card design and rebrand began in fall 2021. Final design to be approved and issued in fall 2022.

1c. The Transaction Enterprise System (TSE) database and eAccounts online account management portal was implemented June 2022. Instant ID, the card production software, will launch in fall 2022. Mobile credential will roll-out in summer 2023.

1d. The funding model was developed in spring 2022. A \$10 annual fee proposal was submitted to and approved by the UF Board of Trustees in June 2022. The new fee will be assessed beginning in fall 2022 to all credit-bearing students.

1e. Process to begin in fall 2022.

Action Item 2: Business Services

2a. Complete. Chartwells Higher Education was announced as the selected provider in March 2022, with dining operations to begin July 1, 2022.

2b. TBD - The rebranding effort began in Summer 2022.

2c. TBD - The establishment of KPIs will occur during the development of the annual operating plan prior to fall 2022.

2d. Major components of the plan will be developed and implemented in fiscal year 2023.

2e. The development of the plan will occur in fall 2022.

Action Item 3: Business Services

Through continued collaboration with Follett Higher Education Group, the UF All Access Program produced notable results for the Academic period of summer 2021 – spring 2022:

- During fall 2021, total course offerings was 442, an increase of 173 courses.
- Processed 95,540 opt-in transactions, an increase of 7,069 compared to the prior year.
- During fall 2021, provided a total savings of \$6.7 million when compared to book + code packages or new text purchases, an increase of \$3.8 million when compared to a standalone access code or new textbook purchase.
- During spring 2022, provided a total savings of \$6 million when compared to book + code packages or new text purchases, an increase of \$3.3 million when compared to a standalone access code or new textbook purchase.
- Lowered the average cost of materials from \$54.45 to \$54.04 (spring 2021 vs spring 2022).

Action Item 4: Facilities Services

During FY2021-22 49.4% of Facilities Services customers submitted work orders using the GatorWorks Customer Request System compared to FY2020-21 at 36.7%. This equates to a 34.6% increase in system use over the evaluation period.

The request portal has increased the efficiency of request review and work order creation by directly integrating the request platform with the AssetWorks IWMS. Our Work Management team can spend less time manually entering work orders and refocus that energy on other customer service functions. The system and its recent improvements have provided customers with automated notifications on work order status as well the ability for customers to review current and previous requests submitted through the application in one location. Customers have indicated that the system has increased transparency and allowed for easier follow-up when questions arise on requested work. During FY2021-22 a training campaign was conducted with all operational staff members on the use of “Public Notes” in the work order system, which now serves as a mechanism to pass detailed overviews of work performed directly to customers or notify them of any other necessary details or delays in ability to perform the work. This functionality was met with extremely positive reception from customers who are not always present and available for an in-person update from the technician while the work is being performed. We have identified additional customer education opportunities to increase awareness of the system itself and encourage customers to move towards this method of reporting work requests rather than our Work Management phone lines. The system improvements and identification of communication increases awareness are directly related to surpassing our goal of 10% increase in customer usage during FY2021-22.

Action Item 5: Small Business & Supplier Diversity

- Relaunched the 2022 Mentor Protégé Program with 13 participating small and diverse firms that could potentially provide a product or service to the institution. The program is comprised of monthly business development workshops, in addition to monthly meetings held between mentors & proteges. This program will help increase the pool of qualified, small & diverse business available for use at UF.
- In partnership with the Florida Department of Management Services Office of Supplier Diversity, we hosted the 2022 Gainesville Supplier Diversity Exchange with an estimated 35 agencies (including organizations and UF departments) and an estimated 70 small & diverse business participants.
- Weekly one-on-one introductory meetings with at least 2 small businesses (virtual). On average, the SBSD staff meet with 4 -10 small businesses monthly.
- Established “Doing Business with UF” monthly workshop series to provide information to small business owners on how to do business with the various UF departments. Various UF departments provided overviews of their departments to encourage small business procurement.
- Active recruitment through outreach and networking events
- Small Business Database, Subcontracting Opportunity Form & Opportunity Portal are currently available for use by small businesses and UF departments. The tools are actively promoted to small businesses.
- Launched newly created “Emerging Small Business Program” which is a collaborative effort of Business Affairs units: SBSD, Planning, Design & Construction and Facilities Services (Operations). It is designed to increase participation by small and diverse firms within the construction and construction-related industries. Also, increase the pool of qualified, small & diverse business available for use at UF.

Action Item 6: Small Business & Supplier Diversity

SBSD sponsored a campus-wide supplier diversity education initiative (GET-202 Supplier Diversity Basics) that consisted of bi-monthly workshops beginning July 2019 through March 2020 (onset of COVID-19). The training initiative was accomplished with the partnership of Human Resources Training & Organizational Development. In addition, the program became part of Gator Business Administrator Services, a professional development

program designed to help University administrative staff be more effective. The program targeted employees that make procurement decisions within their unit. Participation for both programs was postponed in Fall 2020.

Beginning February 2021, SBSB collaborated with Procurement on their Procurement 101 training to internal units. During FY21, Procurement conducted 2 trainings (February 2021 & June 2021).

SBSB also collaborated with the following agencies to increase participation by small and diverse businesses at UF:

- **Women Business Economic Council of Florida (WBEC Florida)** - *Guest Panelist* “Women-owned Regional Connect” (in person) A regional partner of the Women's Business Enterprise National Council whose mission is to fuel economic growth globally by identifying, certifying, and facilitating the development of women-owned businesses. (February 2, 2022)

Action Item 7: Small Business & Supplier Diversity

November 2021 implemented diverse spend reporting and contract compliance program, including trainings for both prime construction contractors and internal departments.

Action Item 8: Transportation & Parking Services

In the spring of 2022, the University and the City conducted a collaborative review of ridership data, safety and incident reports, and an evaluation of the overall benefits of the program to the commuting public, jointly determining to continue the program for a second year.

Action Item 9: Transportation & Parking Services

TAPS will monitor the performance of the “virtual” permit program and LPR technology to ensure expected levels of performance are met. Specifically, TAPS will measure the number of LPR “reads” and “hits” to assess the efficiency and effectiveness of the system in performing campus parking enforcement.

Action Item 10: University of Florida Police Department

The co-responder program cannot yet be evaluated as it has only been operational for one day at the time of this report. The Behavioral Services Assistant Director will conduct routine programmatic reviews and data analysis of co-responder program.

Upon establishing the program, literature was reviewed as were many national models to determine contemporary practices for such programs and fit for a campus population since UF appears to be the first university to launch a co-responder program in this way. Other schools are creating similar, but unique, programs such as Oregon State University, Cornell, and UC Boulder. These schools were consulted in the creation of UFPD's program. Additionally, approximately 10 police departments with established programs were consulted including Gainesville Police Department, Denver Police Department, and Los Angeles Police Department. “First responder” models were also explored and consulted with. First responder models include dispatching a clinician with someone aside from an officer such as a paramedic/EMT, an additional clinician, or a “peer” civilian with lived mental health experience. These models include Crisis Assistance Helping Out On The Streets (CAHOOTS), Portland Street Response (PSR), and Support Team Assisted Response (STAR).

Action Item 11: University of Florida Police Department

During the 2021-2022 evaluation period, we compared our numbers to those of pre-COVID (2018-2019) when UF students were on campus to provide more accurate reporting. UFPD's NIBRs (National Incident-Based Reporting System) figures revealed a reduction in most crime categories. The largest reductions were in the categories of sexual battery from 13 down to 4 (-69%), vehicle burglary from 21 down to 19 (-9%), stolen vehicles from 19 down to 11 (-42%). UF's categories of crime had relatively small numbers of crimes reported, and thus even the smallest change generated a large percentage change. Regardless, the Department continued to strive to minimize crime in all categories and did so by employing the techniques of information-led policing, whereby crime data was continuously analyzed, and the analysis was used to facilitate strategic targeting by officers of criminals during those times which the data suggested was most probable for criminal activity.

The Department has increased its social media outreach through information sharing campaigns by posting alerts and instructions as a way to notify students, faculty and staff of current threats and fraudulent emails and phone call attempts. In 2021-2022, the Department created 279 posts on Facebook, 297 tweets on Twitter and 175 posts on Instagram. This is believed to have contributed to increased awareness of criminal activity and the methods being used to obtain personal information. The Department's website also allows access to information and services provided, such as self-defense training, Active Assailant course, educational programs and other crime prevention activities. There were 773 bicycles registered this year, and approximately 24,915 bicycles are currently registered with the department. 57 items were also registered on the Property Registration System. The FrontDoor software usage increased, with UF having 2,680 laptops protected. Special details focused on other areas of health and safety for the campus community, including high visibility traffic details.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 7 A physical infrastructure and efficient administration and support structure that enable preeminence.

Goal:

A physical infrastructure and efficient administration and support structure that enable preeminence.

Objective:

Three objectives are associate with this goal.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget

appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.

- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.

Business Affairs IE Detail

Providing Department: Business Affairs

Administrative Support Services:

The administrative support services within the Office of the Vice President for Business Affairs fall under the Vice President's office and the twelve divisions that comprises Business Affairs: Business Affairs Technical Services, Business Services, Department of Emergency Management, Environmental Health and Safety, Facilities Services, Office of Sustainability, Physical Security, Planning Design & Construction, Public and Environmental Safety, Small Business and Supplier Diversity, Stephen C. O'Connell Center and Transportation & Parking Services.

Our individual divisions monitor the effectiveness of our administrative support services through quarterly employee performance evaluations and internal procedures managed by support staff.

Academic and Student Support Services:

The Office of the Vice President for Business Affairs is a service-oriented organization responsible for monitoring the effectiveness of the academic and student support programs provided by each of its twelve divisions.

All programs and services are reviewed annually through customer surveys, financial review, and cost-benefit analysis. Improvements and changes are implemented as a result of these reviews. All program evaluations and recommended changes are reviewed by the associate vice president and vice president.

Research:

Business Affairs is considered the business operations of the university and is responsible for creating a clean, safe and well-maintained environment for faculty research through services provided from Facilities Services and Environmental Health and Safety.

Community and Public Service:

The Vice President for Business Affairs participates annually in both a campus wide and divisional employee recognized program known as the Superior Accomplishment Awards. This program recognizes staff members who contribute outstanding and meritorious service, efficiency and/or economy, or to the quality of life provided to students and employees and those that make a positive impact in our local community.

Effectiveness Oversight:

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Institutional Effectiveness Report Complete: true

XResponsible Roles:

Business Affairs Actions for Improvement

Unit/College Actions for Improvement :

The Division of Business Affairs is committed to providing advancements in campus-wide sustainability, providing excellent customer service and enhancing safety for all University students, faculty, staff and visitors. The Division also shares a focus on continuous improvement and has identified some actions for improvement.

In a continued effort to support sustainability, further actions for improvement include, but are not limited to, the following:

- By 2025, the Office of Sustainability has developed a plan to reach a minimum of 27% reduction of campus carbon emissions by developing a community-level resilience plan that provides actionable projects for reducing local impacts of climate-related changes.
- By 2030, Facilities estimates that all campus building systems will be upgraded to use less energy by implementing the Retro-Commissioning Program. It is expected that this program will yield energy reductions from 10% - 40%.

The safety of the university community is a key focus for the Division of Business Affairs. Further actions for improvement have been identified to include, but are not limited to, the following:

- On an annual basis, Facilities continues to strive to achieve zero hours of lost time (when work cannot be performed, or employee is unable to work due to injury).
- Evaluation and improvement of the Environmental, Health and Safety programs are an ongoing effort. The future focus will be developing new courses and providing more in-person training sessions.
- Continued expansion of the Environmental, Health and Safety Program that focuses on enhancing the online injury/incident reporting process. Future phases of program enhancements include a mechanism for tracking research related assets, hazardous waste pick up requests and radioactive material registration and approvals.

Excellent service is paramount in the Division of Business Affairs and a primary focus in many areas of the division. Our goal is to provide valuable services to the university community while continuing to assess those services and improve based on campus needs. Further actions for improvement have been identified to include, but are not limited to, the following:

- Following the implementation of the new Gator One card technology, additional efforts will be made to shift the card to a completely virtual one providing greater access, security and ease of use for faculty, staff and students. This change is scheduled to begin in the Spring 2023. In addition, access control on many campus buildings will be upgraded to a higher standard of security that will be accessible utilizing the new Gator One card and future virtual technology.
- The change to Chartwells for food service will allow the ability to continuously assess campus needs related to food service, develop collaborations where possible and provide the highest level of service to the campus community.

XResponsible Roles: