

2006 Five-Year Administrative Review

SELF-STUDY

Administrative Services



Providing Services for Your Success

August 2006

Table of Contents

1.	<i>MISSION</i>	3
2.	<i>STATEMENT OF BELIEFS</i>	3
3.	<i>EXECUTIVE SUMMARY</i>	5
4.	<i>THE NET OF SERVICES</i>	9
	4.1. Institutional Safety	9
	4.1.1. Mission	9
	4.1.2. Strengths and Distinguishing Characteristics	9
	4.1.3. Assessment of Effectiveness	14
	4.1.4. Collaboration	17
	4.1.5. Long-range Goals and Improvement Strategies	17
	4.2. Physical Environment (Facilities Services)	19
	4.2.1. Mission	19
	4.2.2. Strengths and Distinguishing Characteristics	19
	4.2.3. Assessment of Effectiveness	22
	4.2.4. Collaboration	24
	4.2.5. Long-range Goals and Improvement Strategies	25
	4.3. Personnel and Personal Development (Human Resources)	28
	4.3.1. Mission	28
	4.3.2. Strengths and Distinguishing Characteristics	28
	4.3.3. Assessment of Effectiveness	36
	4.3.4. Collaboration	37
	4.3.5. Long-range Goals and Improvement Strategies	39
	4.4. Implementation and Planning (Planning & Construction)	40
	4.4.1. Mission	40
	4.4.2. Strengths and Distinguishing Characteristics	40
	4.4.3. Assessment of Effectiveness	43
	4.4.4. Collaboration	44
	4.4.5. Long-range Goals and Improvement Strategies	45
	4.5. Student Transformation Activity (Auxiliary Services)	46
	4.5.1. Mission	46
	4.5.2. Strengths and Distinguishing Characteristics	46
	4.5.3. Assessment of Effectiveness	51
	4.5.4. Collaboration	53
	4.5.5. Long-range Goals and Improvement Strategies	54
	4.6. Forum for Critical Thinking (90.7 KWMU)	55
	4.7. Student Transformation Activity (Campus Housing)	57
	4.8. Student Transformation Activity (Recreational Sports)	62
	4.9. Student Transformation Activity (Athletics)	69
5.	<i>GOVERNANCE, PARTNERSHIPS and COLLABORATION</i>	77
6.	<i>PRIORITIES</i>	80
7.	<i>COMMITMENT TO EXCELLENCE</i>	82

1. MISSION

Administrative Services Division is charged with the primary responsibility of providing an environment which is conducive to the personal development of all who come to the UM - St. Louis Campus. In this effort, the Division helps support the broader mission of the campus to meet the diverse needs of the community through education, research, service and economic development.

“Success is Dependent on Effort”

~ Sophocles

2. STATEMENT OF BELIEFS

An administrative professional has a strong work ethic; a can-do, results-oriented approach to work, and takes personal responsibility for meeting deadlines. That person is accountable and responsible for job duties and realizes a job description can capture only the essence of a job, not its limits. A successful Administrative Services employee looks beyond minimum requirements and strives to expand areas of responsibility.

Students, faculty, alumni, donors, friends, and the community are our highest priority.

An administrative professional is honest in all matters.

An administrative professional refrains from gossip about colleagues and most importantly, about other constituents.

Our administrative team members are cognizant that they are entrusted with public funds. All expenditures are kept to the minimum needed to accomplish goals; expenses are to be accurately recorded.

Team members are focused on his/her own performance and strive to reach common goals through which all members of the team can advance. Professionals will take additional responsibilities in times necessary, and help others, because in such an environment, all advance.

Administrative Services professionals are accountable for their time in the work place and thus will inform staff as to their whereabouts.

Our team members respect diverse opinions and encourage their diverse representation on staff committees and in department publications.

Our professionals have a positive and flexible work attitude and foster a genuine respect for all people.

Administrative Services' members realize that we live in a changing world and therefore, must learn to adapt to change.

Our team professionals will first talk to a colleague about problems and attempt to resolve conflicts in an environment of mutual respect. For those rare occasions when this approach does not work, the grievance procedure, as outlined in the University Policy and Procedure manual, will be followed.

Our members have a clear sense of our teaching, research and service mission of the University, and promote its goals that help to preserve our community.

*“Our progress as a nation can be no swifter than our progress in education...
The human mind is our fundamental resource.”*

~ John Fitzgerald Kennedy

3. EXECUTIVE SUMMARY

The Administrative Services Division (ASD) is constantly striving to create new and exciting ways to enrich the campus experience. The Division is responsible for the first impressions of all who visit the campus. As American higher education changes, the focus from teaching to learning the presentation and maintenance of the entire campus environment, will become more critical. It is said that forty-five percent of first-year students never discuss ideas from their classes or readings with faculty members outside of the classroom. Learning thus, must occur not only in academic buildings but also in student unions, residential halls, the campus quads, front lawns, athletic fields and in special spaces needed for mediation and reflection.

The Division is organized in pods, and within these pods exist a matrix organization which is intertwined with other pods to create a net of services for the campus. This type of organization has proven to be very flexible and efficient in promoting everything from student transformation activity, to supporting a forum for critical thinking.

Administrative Services is a team of 250 dedicated individuals operating in over 25 departments. We help create new college traditions by sponsoring award winning floats in St. Louis parades, hosting mid-night breakfast during finals, and of course the annual tree lighting ceremony during the holidays, just to mention a few.

The Division has helped to create new student oriented initiatives that directly effect recruitment and retention. A list of a few of these initiatives created in the last 5 years is as follows:

- Created the Millennium Student Center ponds and green space (student gathering places)
- Introduced new intramural sport programs
- Introduced and promoted social, cultural and educational activities in Residential Life
- Developed and revitalized the Student Art Gallery
- Developed and supported through the Athletic Department, athletic half-time events such as the high impact squad

- Developed the new athletic mascot helper “River Pup”
- Designed and constructed the women’s softball field to assist with Title IX inequities
- Helped establish the director’s and coach’s honor roll for outstanding scholar athletes
- Created sports recognition banners
- Created informal social meeting places, i.e., Pilot House
- Sponsored radio and television coverage of sport events
- Created a Crisis Intervention Team (CIT)
- Implemented new food services on campus with added venues for coffee carts, theme eateries, convenience stores and the South Campus cafeteria
- Developed and funded student life residence program from 30 beds to nearly 1,500 beds
- Offered increased number of pre-owned textbooks.
- Designed and constructed two new garages with a combined capacity of approximately 1,650 vehicles
- Created a new wetlands/bio-survey site that will be used in the bio-diversity curriculum
- Introduced a low cost laptop computer rental program

ASD departments also sweep floors, change light bulbs, heat/cool the buildings, and mow the lawns. It is hard to comprehend that the campus has to maintain 6,000 rooms, several miles of corridors, acres of roofs, along with miles of roads and sidewalks and more than 10,000 miles of utility, communication and data distribution systems. In addition, the campus owns and/or maintains several properties around the area from clinics to transmission towers.

The campus is a small city with literally tens of thousands of daily interactions occurring with students, faculty, staff and visitors. Vehicular traffic during peak periods can exceed 19,000 on the more than 7 miles of roadway that the campus maintains. The safety and security for the 350 acre campus is the primary responsibility of the Institutional Safety Department.

One of ASD’s top priorities is in keeping with President Floyd stated University core values, “people”. ASD, through its Human Resources pod, recognizes that human talent is a primary resource and principal contributor to the success of the campus and surrounding community.

The University strategic plan, as well as ASD's mission statement, indicates that we are ... "committed to creating opportunities for individuals to realize their full potential." Our Human Resources Department acts like your personal consultant outlining the benefits plan, offering advice on job duties and activities, suggesting and assisting with the marketability of one's talents, ensuring the reliability of the payroll are just a few of this groups responsibility.

We at ASD are particularly proud of our campus and campus community. We have and will continue to take the vision of the Chancellor and translate it into "a clear image of what has to be achieved...(and we will then assist, help organize, and develop an implementation plan to identify)...every step toward that goal!"⁽¹⁾ We look forward to UM-St. Louis' continued success in achieving "Excellence at the highest levels of performance as measured against regional, national and global standards."

(1) John Naisbitt

4. THE NET OF SERVICES

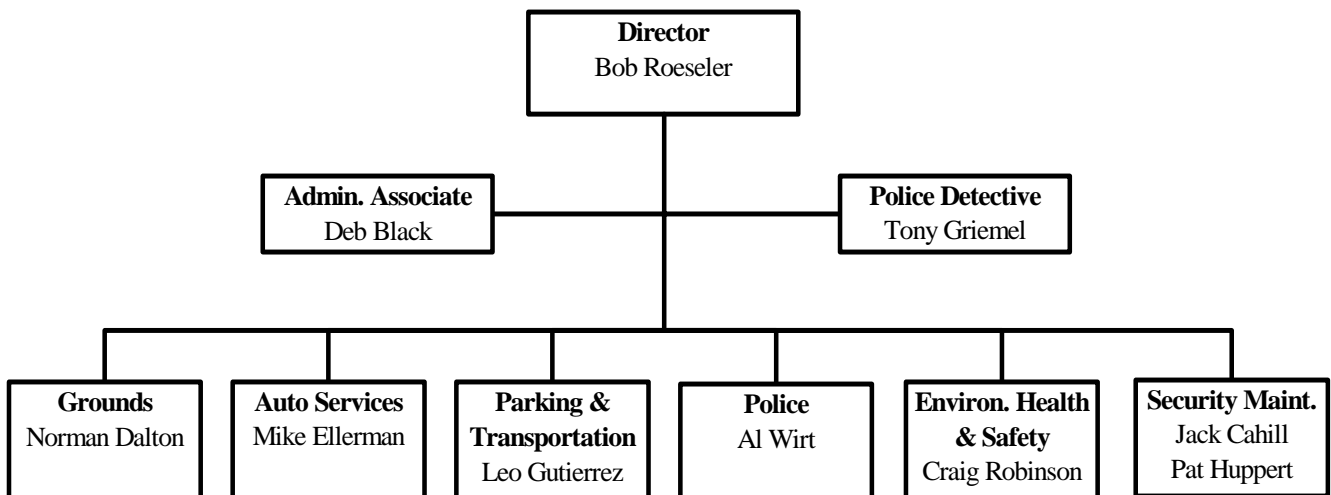
4.1. Institutional Safety

4.1.1. Mission

Institutional Safety is entrusted with providing an environmentally safe and secure place in which to work, live, and learn on the UM-St. Louis Campus. We are charged with enforcing the laws within the framework of the Constitution of the Country and State. We pledge to uphold this trust in a sensitive and understanding manner to those we serve.

4.1.2. Strengths and Distinguishing Characteristics

Under the umbrella of Institutional Safety there are six diverse, yet interrelated departments that provide a variety of services to faculty, staff, and students of UM-St. Louis. They have been formatted to provide an efficient and effective response to the needs of the campus community. Each unit contributes to the campus in a unique way and that uniqueness is incorporated with all Institutional Safety Departments to help provide a climate and infrastructure that not only contributes to the learning environment, but actually complements and enhances the academic mission.



Example of departmental coordination:

An area in Residential Life has been identified by a student as being a “little uncomfortable” when it starts to get dark. The Police respond and see that some trees have grown up around the lights in the area. The Police request Grounds to respond. Grounds respond and trims the trees and opens up the area to more light. While the Police are there, they check the area and observe that the door leading to the Res Life building has a lock that needs to be adjusted. Security Maintenance responds and makes the adjustment. The area canvas also reveals some signage on the parking lot that has been knocked over. The staff of Parking and Transportation is contacted, responds, and repairs the signage. Issues are resolved in a quick and efficient manner.

Each unit has a structure that contributes to the overall mission of Institutional Safety. That structure is designed to maximize the effectiveness of resources by limiting overhead and excessive supervisory personnel.

The department is directly involved with the entire campus community. It deals directly with the Provost and Vice Provost of Student Affairs on issues involving faculty and students. The Director is part of numerous faculty committees and coordinates activities with campus personnel and local community leaders. He gives presentations and consults with the Deans on issues that impact the various colleges. He, along with other members of the department, participate in orientation programs for the campus and assist Student Health staff with medical issues involving members of the campus community. In addition, the department works with Special Programming and Athletics to coordinate activities on and off campus. Due to this direct involvement by the department in a matrix-type organization, issues are acted on quickly and resolved in an expedient manner.

The success of Institutional Safety is directly related to the people who are part of the departments. An examination of the departments and their staff reveals the following: Institutional Safety providing all services related to safety and the security of the campus.

Police

The UM-St. Louis Police Department was the first University Police Department in the State of Missouri to achieve international accreditation by the Commission on Accreditation for Law Enforcement Agency (CALEA). CALEA is an internationally recognized organization which establishes operational and procedural guidelines for agencies. Federal, state and local agencies that prescribe to the 500 rigorous standards established by CALEA, and prove their compliance to those standards, are accredited.

The unit is under the Chief of Police who is also the Director of Institutional Safety.

The daily operational activity is coordinated by a lieutenant who directs three sergeants who each direct a platoon of 5-7 officers. Sergeants or watch commanders are assigned to one of three shifts so that supervision is provided 24 hours a day.

Environmental Health and Safety

Environmental Health and Safety (EHS) is responsible for indoor air quality, safe handling and disposal of all hazardous and toxic waste, the removal of all asbestos and lead paint, it takes a leadership role in the Green Campus Initiative, and is an integral part of the campus emergency management and operations group.

The department has focused the campus on indoor air quality by monitoring air filter changes, the addition of carbon monoxide monitors, and assisting with developing specifications for floor and wall finishes, which are low in toxic emissions and are made of eco-friendly materials for better student health. While handling the disposal of hazardous and toxic waste, the department works with academic units to maintain inventories on all hazardous materials. Exhaust hoods and storage cabinets are also monitored on a regular basis to ensure the health and safety of both students and faculty.

The department has spent well over \$1 million in the last 5 years to abate asbestos in floor tiles, fire protection coatings, and mechanical equipment covered with asbestos insulation.

The department has taken the leadership roll in the Green Campus Initiative. The campus recycles metals, paper, board and cellular phones, and is involved with the design, construction and implementation of campus projects that are friendly to the environment and save natural resources.

EHS reports directly to the Director of Institutional Safety. The unit is led by a supervisor who directs the daily operational activities with the assistance of a hazardous material technician. In addition to directing daily operational activities of EHS, the supervisor also performs many services involving disposal of hazardous waste.

Parking and Transportation

This department operates all campus parking lots and garages and manages the campus shuttles. The campus maintains an inventory of 5,000 parking spaces with the majority of space being contained in garage structures. Shuttle service has improved greatly over the years and passenger usage attests to that fact. The UM-St. Louis shuttles transport more than 115,000 students annually to 14 different locations ranging from the Metro Link stations, to classes, residence halls, and apartments. The unit also provides escort service for students and staff after hours.

Parking and Transportation reports directly to the Director of Institutional Safety.

Parking and Transportation is coordinated by a supervisor who directs a staff that monitors and facilitates parking for faculty, staff, and students. Parking and Transportation also provides emergency vehicle service at no charge to the campus community. In addition, Parking and Transportation employs UM–St. Louis students as parking lot attendants.

Security Services

With more than 10,700 active keys in inventory, this unit is constantly changing and repairing the over 6,050 door locks on campus. The unit is also responsible for all student housing door entry systems and ADA type access. Security Services has two locksmiths that report directly to the Director of Institutional Safety.

Grounds

The Grounds Department is integral in providing a safe and secure campus. The department is responsible for the repair of sidewalks, roads, and parking lots, in addition to snow removal and tree trimming. Besides the department's security and safety duties, it is also responsible for the landscaping and maintenance of 350 acres, which contain over 1,000 trees and more than 4,000 plantings.

To provide added security, trees and bushes are trimmed to eliminate blind spots. The unit also provides support to the police unit by installing barricades and setting up temporary lights.

Not only does this unit support the security and safety of students, but it also supports student's extra curricular activity. The unit participates in numerous community parades and events and has received awards for the best float in the parade.

The Grounds Department is coordinated by a supervisor who is assisted by two lead persons and a staff of seven people. The supervisor reports to the Director of Institutional Safety.

Auto Services

This unit maintains more than 80 vehicles operated on campus. The department is also responsible for fueling campus generators and preparing specifications to purchase new fuel efficient or alternative fuel vehicles. Auto Services is a one person operation which reports to the Director of Institutional Safety.

4.1.3. Assessment of Effectiveness

Monthly reports are submitted to the director by each department. These reports are used to assess the efficiency of the department. The UM-St. Louis Police provide one of the safest student campus environments in the region.

Crime Statistics
(per 1,000)

	Metro Area	UMC	UMKC	UMSL
Murder	4.8	< 1.0	-	-
Rape	0.1	-	-	-
Robbery	1.4	< 1.0	< 1.0	-
Assault	3.7	< 1.0	< 1.0	< 1.0
Property Crimes	39.0	15.6	12.3	9.3
Burglary	5.9	1.2	2.7	< 1.0
Larceny	26.8	14.0	9.0	8.1
Vehicle Theft	6.4	1.0	1.0	1.0

Campus Violations

	UMR	UMC	UMKC	UMSL
Liquor	53	288	14	4
Drugs	8	90	7	3
Weapons	2	3	0	2

UMSL
5-Year History
(per 1,000)

	2001	2002	2003	2004	2005
Felony	4.2	3.2	3.8	2.8	1.6
Misdemeanor	14.0	11.4	11.3	9.8	10.8

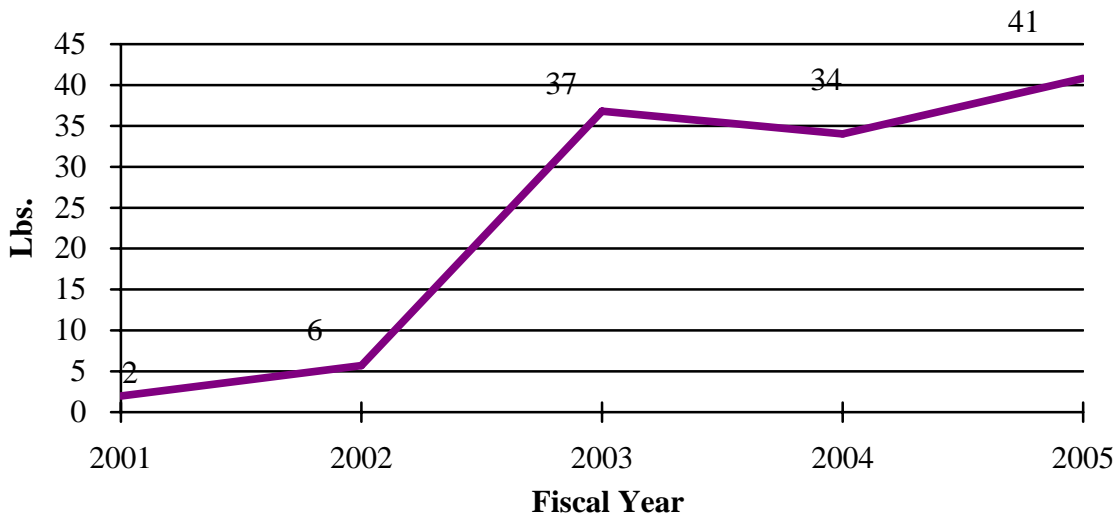
**Metro Area
5-Year History**

(per 1,000)

	2001	2002	2003	2004	2005
Felony	21.4	21.4	20.4	21.5	N/A
Misdemeanor	27.7	25.3	23.0	22.7	N/A

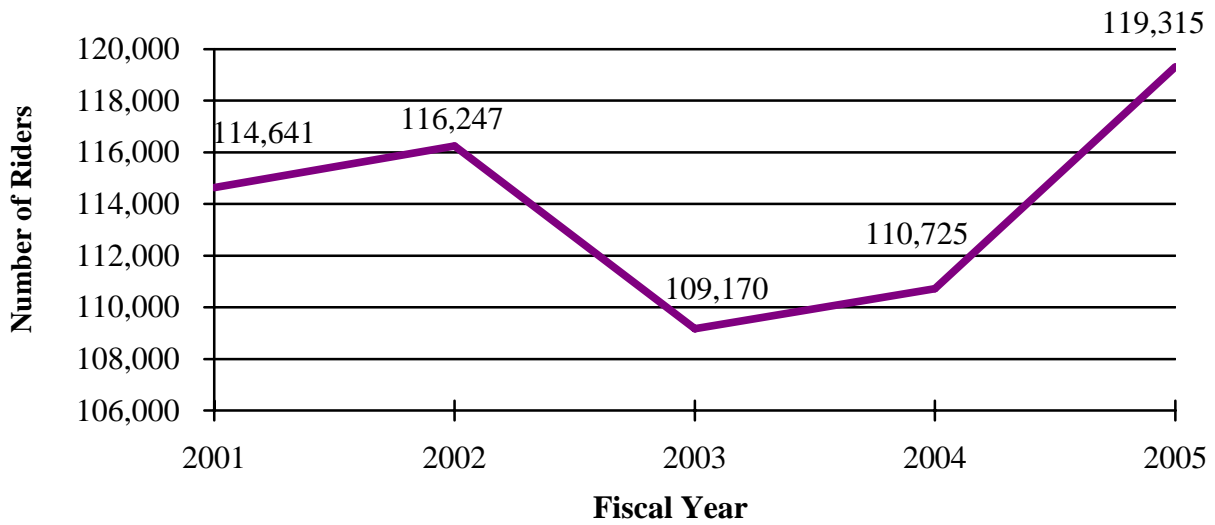
Over the past 5 years, Environmental Health and Safety has made improvements in the amount of material that the campus recycles.

Lbs. Of Recycled Material per Year



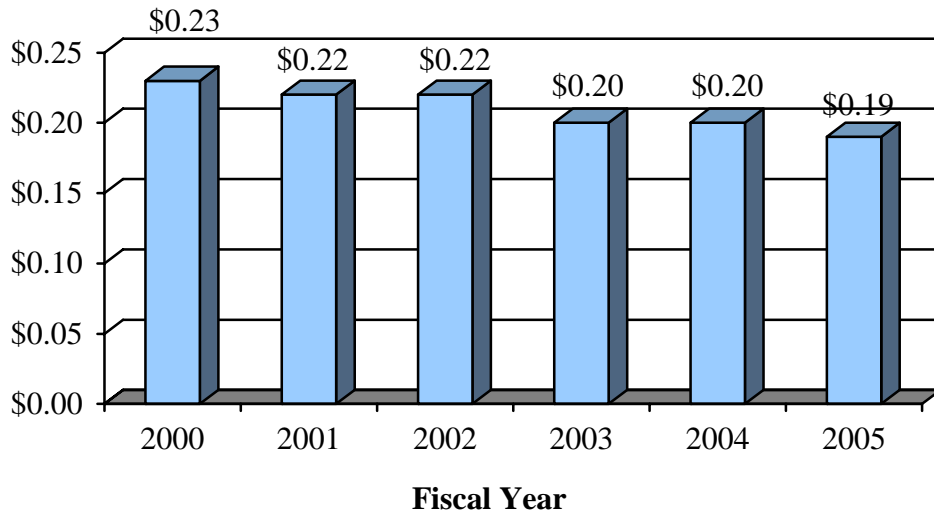
Parking and Transportation have made modifications to the campus shuttle service which has attracted an increased number of riders

Shuttle Ridership per Year



The Grounds Department has shown effective resource management by bringing the cost per GSF down over a 5 year period.

Grounds Cost per GSF



4.1.4. Collaboration

- The Residential Life Officer Program consists of assigning officers, who are trained in Crisis Intervention (CIT), to work specifically with students living on campus. This specialized training is used to assist emotionally disturbed or improperly medicated individuals. This program has proven effective in providing students, faculty, and staff, a safety net in times of crises.
- The campus owns property in the corporate limits of 11 towns, cities, counties, and villages. The UM-St. Louis Police, under a mutual assistance program with selected cities and counties and their state-wide powers, ensure the students with an added resource in time of need.
- The Police Department also has provided gratis safety reports for various schools in the cooperating school districts to ensure elementary and secondary students have a safe environment. These inspections are part of the community outreach and collaboration efforts of the unit.
- Green Campus Initiative. A campus-wide committee dedicated to addressing the campus' fundamental responsibility of environmental stewardship, and communicates ongoing and continuous improvements to that end.

4.1.5. Long-range Goals and Improvement Strategies

- Each unit has individual long-range goals that are incorporated into the long range goal of the Institutional Safety unit.
- The Grounds Department is striving to beautify the campus in accordance with the campus Master Plan by utilizing plant species that enhance the beauty and contribute to a green campus environment.

- Auto Services is trying to utilize vehicles that are efficient and environmentally safe. During the next 5 years, the number of vehicles using alternate fuel will double to 10% of the fleet. This is in addition to purchasing all new vehicles with “F85” fueling capabilities.
- Parking and Transportation is evaluating parking areas and shuttle routes to provide the campus with user friendly access. One of the department’s priorities is to reduce waiting time between shuttles to 10 minutes during peak times.
- The Police Department is developing proactive means to reduce criminal activity and improve the security of the campus through interaction with Planning and Construction to build and design safe and versatile structures. The department will achieve deployment of its officers being on foot patrols and/or bike patrols at least 45% of the time.
- Environmental Health and Safety will be looking at ways to improve the campus environment and expand the Green Campus philosophy. The department will develop a recycling plan for plastics and glass in the next 5 years.
- Security Maintenance will strive to maintain and install the best possible security system available for the safety of faculty, staff and students. The department will begin to rekey the campus over the next 5 years and will complete 25% of the locks with a new keying system.

Quality people are a necessity in order to provide quality service. We must make our salaries competitive and provide the units with adequate funding to be innovative and proactive. We need to train our personnel to improve their skills so that they can infuse their new knowledge back into the campus structure. And, we must constantly be aware of the needs and wants of those we are serving in order to provide the necessary services that allow for an environment conducive to education and research.

4.2. Physical Environment (Facilities Services)

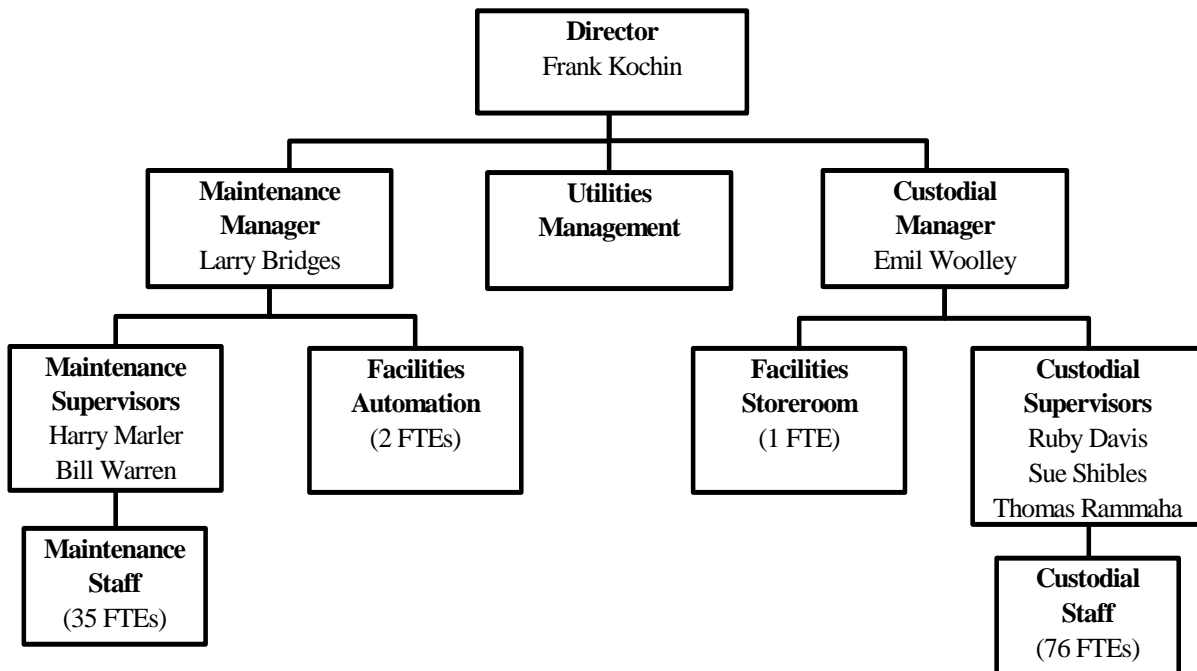
4.2.1. Mission

To provide students, faculty, and staff with a visually pleasing and physically comfortable environment through quality service and responsiveness to the needs and expectations of our campus customers.

4.2.2. Strengths and Distinguishing Characteristics

Facilities Services is responsible for the cleaning and maintenance of approximately two million square feet of classrooms, offices and labs contained within fifty buildings.

Organizational Chart



Maintenance

Maintenance activities are initiated and tracked by a computerized work order system. Work orders are generated based on customer calls or automatically generated for preventive maintenance. Over one thousand pieces of equipment are maintained and approximately nine thousand work orders are generated per year.

Our knowledge is our strength. Our staff is confident in their ability to service and maintain the numerous systems, components, and buildings for which they are responsible. Our department earmarks \$20,000 per year for training and seminars to ensure that our personnel improve on their knowledge and understanding of our changing environment. The diverse knowledge of our staff enables us to accomplish most maintenance activities with in-house personnel which has contributed to our cost efficiencies.

To ensure UM-St. Louis Facilities Services provide an environment conducive to learning and research and its supporting functions, equipment rooms are routinely inspected on a daily basis to ensure major components are working properly. Classroom inspections are conducted as well to ensure overall conditions are adequate. Daily activities for day shift personnel revolve around trouble calls and equipment breakdowns.

Weekly maintenance tasks include:

- | | |
|---|----------------------------|
| ✓ Fire Pump Tests | ✓ Chiller operation checks |
| ✓ Boiler blow-down and operation checks | ✓ Water softener checks |
| | ✓ Classroom checks |

Monthly maintenance tasks include:

- | | |
|---------------------------------|--|
| ✓ Fire extinguisher checks | ✓ Check fire sprinkler valve positions |
| ✓ Reading utility meters | ✓ Check air handling units |
| ✓ Clean equipment rooms | ✓ Load test UPS |
| ✓ Test run emergency generators | |

Quarterly maintenance tasks include:

- ✓ Air Handling Units belts/filter changes/checks
- ✓ Classroom Unit Ventilator filter checks/changes
- ✓ Lubricate pumps/motors
- ✓ Sprinkler flow tests
- ✓ Test fire alarm systems
- ✓ PM environmental boxes

Semi-annual maintenance tasks include:

- ✓ Flush fire hydrants
- ✓ Inspect garage decks
- ✓ Roof inspections

Annual maintenance tasks include:

- ✓ Boiler/chiller overhauls
- ✓ Check heat exchangers
- ✓ Check HVAC controls
- ✓ PM Mark Twain bleachers
- ✓ PM fire alarm panels
- ✓ Check emergency battery lights
- ✓ Flow test fire pumps
- ✓ PM generators
- ✓ Pressure wash condensing units
- ✓ Prepare buildings/systems for winter/summer change over

Automation/Energy Management

Building temperatures and associated heating and cooling equipment are monitored through a central automation system to ensure that occupants remain comfortable and that problems are identified in a timely manner. The Facilities Services Department is sensitive to the ever increasing cost of energy and has developed an approach to energy conservation through various campus improvements. Lighting upgrades, variable speed drive installations, old and inefficient equipment replacements, and system operation improvements have been the backbone of our energy conservation efforts. Facilities Services also ensures that its energy conservation approach is incorporated into the design and renovation of campus buildings.

Custodial

Custodial activities are governed by a detailed cleaning schedule developed for each type of space serviced. These cleaning requirements, along with the associated manpower requirements, were developed from the Custodial Staffing Guidelines for Educational Facilities provided through the Association of Physical Plant Administrators (APPA).

4.2.3. Assessment of Effectiveness

As a result of our diverse training and knowledge of our staff, we accomplish most maintenance activities with in-house personnel. This contributes to our success at achieving the lowest operating costs of all campuses within the UM-System.

System Wide Comparison

Maintenance Cost per Gross Square Foot (\$/gsf)					
Campus	FY 2005	FY2004	FY2003	FY2002	FY2001
St Louis	\$1.08	\$1.04	\$1.02	\$0.86	\$0.80
Columbia	\$1.11	\$1.02	\$1.04	\$1.14	\$1.04
Rolla	\$1.11	\$1.04	\$0.98	\$1.01	\$0.90
Kansas City	\$0.31	\$0.43	\$0.29	\$0.42	\$0.50

Custodial Cost per Gross Square Foot (\$/gsf)					
Campus	FY 2005	FY2004	FY2003	FY2002	FY2001
St Louis	\$1.28	\$1.25	\$1.20	\$1.22	\$1.08
Columbia	\$0.89	\$0.91	\$0.87	\$0.96	\$0.93
Rolla	\$0.89	\$0.89	\$0.94	\$1.01	\$0.92
Kansas City	\$1.42	\$1.46	\$0.88	\$1.30	\$1.21

Total Operating Cost per Gross Square Foot (\$/gsf)					
Campus	FY 2005	FY2004	FY2003	FY2002	FY2001
St Louis	\$3.98	\$3.86	\$3.76	\$3.64	\$3.58
Columbia	\$4.20	\$3.92	\$3.81	\$4.09	\$3.85
Rolla	\$4.66	\$4.85	\$4.73	\$4.60	\$4.44
Kansas City	\$4.61	\$4.32	\$3.14	\$4.01	\$3.66

Detailed KW Hr Reduction

The reduction of operating expenses, with regards to electrical and natural gas usage, has been an on-going objective of Facilities Services. This table is meant to document this effort and show the results of various cost saving measures implemented by the department.

Our approach to energy conservation over the years has been through various campus improvements. Our largest endeavor is the installation of a chilled water loop in both the North and South Campus. These loops will provide significant savings by allowing cooling loads to be carried by the minimum number of chillers, which will be operating within their most energy efficient zone.

FISCAL YEAR	BUILDING	EQUIPMENT	COST REDUCTION (\$0.05/kw)	KW REDUCTION
2001	MARK TWAIN	New Chiller & Cooling Tower	\$22,322	446,440
	GSB	New Chiller	\$10,000	200,000
	GSB	Switch Elec Feed to North Campus	\$11,600	232,000
	LUCAS	Lighting Upgrade	\$3,349	66,980
2002	GSB/MARK TWAIN	Chilled Water Loop	\$6,838	136,760
	SSB	Lighting Upgrade	\$1,503	30,060
	SSB	New Chiller (Winter Chiller)	\$1,708	34,160
2003	SC Boiler House	Variable Speed Drives	\$2,100	42,000
	SSB-TJ Library	Chilled Water Loop	\$13,680	273,520
	Campus Wide	Exit Lights (LED)	\$7,884	157,680
2004	Mark Twain	Variable Speed Drives	\$1,800	36,000
	SSB/ TJ Library	Lighting Upgrade	\$22,707	454,140
2005	Music Building	Lighting Upgrade	\$2,015	40,300
	MSC/Lucas Hall	Chilled Water Loop	\$10,500	210,000

Replacement of old and inefficient chillers has contributed greatly to our conservation efforts and it is estimated that approximately \$400,000 has been saved since 1993 on chiller

replacements alone. An average of over \$12,000 per year in savings is realized for each unit that is replaced. Installation of variable speed drives on large motors has resulted in approximately \$25,000 in savings.

Other methods of energy saving include lighting fixture upgrades, including energy efficient bulbs. Lighting changes to Clark Hall have shown a reduction in energy costs of \$3,800 per year. Unit ventilator replacements, cooling tower replacements, along with improved controls and system operation improvements have also been implemented; however, placing a value on actual saving from these measures is difficult. Our staff currently has a certified energy manager who reviews energy usage to ensure efficient system operation is being maintained. The energy savings will continue to expand as our energy approach is integrated into existing buildings and into the design of newly constructed facilities

The reduction of complaints illustrates the effectiveness of our custodial team. The implementation of periodic building inspections by the custodial manager and adjustment to the cleaning routine to accommodate multiple servicing of restroom facilities during the day, has played a large part in our total success.

Number of Custodial Cleaning Complaints

FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
37	35	37	31	11

4.2.4. Collaboration

Facilities Services interacts with many different units within the campus. We work in partnership with Planning & Construction through reviews of new buildings to ensure various systems are maintainable and energy efficient.

custodial personnel combine efforts with Institutional Safety for the coordination of the recycling program, in addition to responding to “calls for clean-up” of flooding and spills. Our custodial personnel are excited about participation in the campus’s efforts toward sustainability by using “Green Cleaning” chemicals.

Our shift personnel interact with Residential Life by responding to emergencies in the evening hours. Both Maintenance and Custodial Departments interact with Athletics to ensure that special events are successful, whether it is ensuring that the field lights are on or the building is cleaned prior to and after each event.

	Implementation & Planning (New Res Hall)	Institutional Safety (Emergency Response)	Residential Life (Security)	Athletics (Special Events)
Director	△	⊗	△	△
Custodial Manager	⊗	⊗	⊗	⊗
Maintenance Manager	⊗	⊗	⊗	⊗
Maint. Supervisor - Customer Services	⊗	⊗	⊗	⊗
Maint. Supervisor - Heavy Maintenance	⊗	⊗	⊗	⊗
Supervisor - Custodial	●—●	⊗	⊗	⊗

- △ Direct Involvement
- ⊗ Indirect Involvement
- No Involvement

4.2.5. Long-range Goals and Improvement Strategies

Facilities Services has been successful over the last five years and is on track to maintain the effort for continued success. We are aware that as the campus grows it is imperative that our

knowledge and understanding must also expand. UM system comparators show that our energy conservation efforts are critical to achieving the lowest possible operating costs while maintaining a comfortable environment.

Maintenance

Future replacement of major equipment is prioritized and scheduled under the department 5-year maintenance plan, which is annually reviewed. These projects are implemented as money becomes available. The reduction of our deferred maintenance backlog is an important goal.

Additional goals and strategies:

- Expand the scope of our existing Preventative Maintenance Program based on a review of equipment failures.
- Implement a bar code system in the Facilities Storeroom for dispensing tools, material, and parts to improve inventory control and reduce clerical data entry requirements.
- Implement a customer survey program to provide feedback on our maintenance work performance.
- Review emergency plans with Institutional Safety to ensure our response to long-term power outages are adequate.
- Optimize the boiler operation in the Science Complex to reduce the energy consumption and wear on the boilers during the summer months.

Automation/Energy Management

Future plans encompass several aspects of our current approach to energy conservation and are in various stages of implementation or planning. Our largest endeavor is the installation of a chilled water loop in both the North and South Campus. Continuing the installation of these

loops will provide significant savings by allowing cooling loads to be carried by the minimum number of chillers, which will be operating within their most energy efficient zone.

Lighting up-grade projects are being planned and scheduled. Under the department's 5-year energy management plan, future replacement of major equipment is prioritized and scheduled. These projects are implemented, as money becomes available. An evaluation of our stewardship with regards to utility budgets shows that substantial evidence exists that, based on theoretical and actual savings, our conservation efforts are providing positive results and a continued investment.

Additional goals:

- Replacement of old Honeywell Building Management System; parts and equipment are becoming out dated.
- Many of our buildings have a combination of old and newer fire alarm systems. These systems need to be combined into one and network the buildings together for centralized fire alarm monitoring.
- Update lab fume-hood system controls for better reliability, safety, and energy savings.
- Install a card access system for equipment rooms to monitor access by whom and when.

Custodial

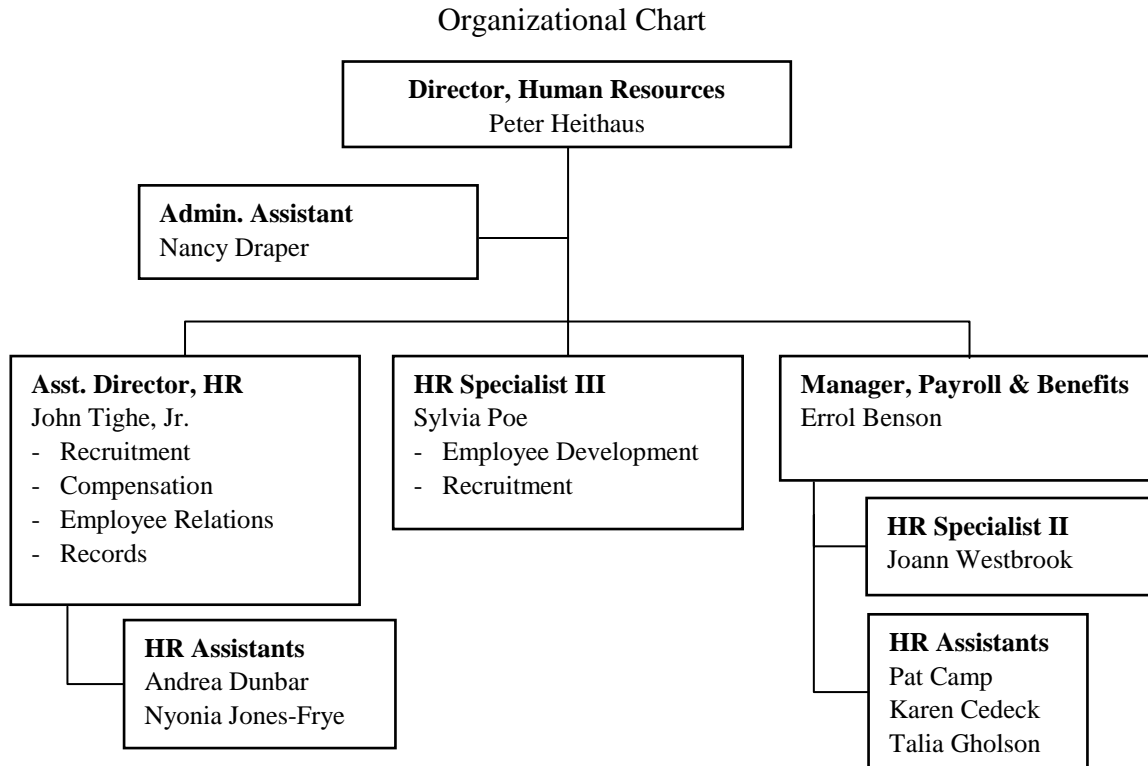
- Increase cleaning level to Level 1.
- Decrease cost to achieve the lowest custodial operating costs among the campuses within the UM System.
- Standardize cleaning products used on campus and ensure that all products are rated as environmentally friendly ("green" cleaning).
- Reduce manpower requirements and repetitive motion tasks through the purchase of power equipment.

4.3. Personnel and Personal Development (Human Resources)

4.3.1. Mission

The Human Resources Department supports the University of Missouri-St. Louis’ commitment to research, teaching and service in order to meet the educational, professional, economic, and community needs of the St. Louis metropolitan area by providing a high level of service and consulting in recruitment, compensation, employee relations, regulatory compliance, payroll/records administration, policy application/interpretation, employee benefits, performance enhancement, employee communications and training to all who are dedicated to the accomplishment of that mission.

4.3.2. Strengths and Distinguishing Characteristics



To accomplish our mission, the Human Resources Department has established the following outcomes:

Recruitment and Retention

Human Resources does everything within its authority to ensure that UM-St. Louis hires and retains the best qualified management and staff to support our faculty and students and does it in a way that provides Title VII, ADA, and Executive Order 11246 legal protections for the University and all individuals involved in the process.

- Over the past five years, 1,241 positions have been advertised and posted (an average of 248 per year). 808 of those have been posted to replace employees who were leaving the University; 433 of them have been newly established positions.
- As a result, our recruitment staff has processed 32,491 applications of individuals who have responded to advertisements or postings for specific positions, an average of 6,498 per year.
- Applications are screened and qualified candidates are forwarded by Human Resources to the hiring department within a week after the posting expires. Over the past five years, departments have averaged 37.8 days to fill open positions. On the average, over 80% of posted positions have been filled within 30 days.
- Over the past five years Human Resources has assisted with hiring, processed, and oriented 887 new staff employees and processed and participated in the orientation of approximately 100 new faculty employees.
- To document legal compliance, support for hiring departments and conformance with University policies and procedures, positions are assigned position numbers and entered into the PeopleSoft system. Then, essential applicant information is entered into the PeopleSoft system categorized by the position for which an applicant applied. After the screening process, information is entered into the PeopleSoft system to identify applicants who have met the qualifications for that position. All of this information is provided to the Office of Equal Opportunity for Affirmative Action purposes.
- Over the past five years, voluntary turnover at UM-St. Louis has averaged 9.4%. This is over 8% below the national average for educational and health institutions as reported

by the Bureau of Labor Statistics. During the most recent fiscal year, voluntary turnover stood at 7.3%. Total turnover during the last five years has averaged 11.3%, or over 17% below the national average. During the most recent fiscal year, total turnover for UM-St. Louis stood at 8.8%.

Compensation

Human Resources does everything within its authority to ensure that all employees are paid competitively compared to the market and other employees at the University and according to the regulatory requirements of Title VII and the Equal Pay Act. This includes reviewing and approving pay offers, consulting on and processing position classifications, reviewing and auditing position reclassifications, assisting with direct promotions, administering the merit increase pool and reviewing and processing merit increases, conducting annual pay audits, and participating in annual salary surveys.

- Over the past five years, the Human Resources Department has processed approximately 130 reclassifications and approved 86 of them.
- Over the past five years, 160 employees have received direct promotions.
- Human Resources approves and processes approximately 1,242 staff merit increases on an annual basis, along with all other pay increases or changes in status for staff and faculty employees per year. Human Resources maintains payroll records on all staff and faculty employees.
- Human Resources participates in approximately five salary surveys per year, including two national higher academic surveys, one other national survey, one state survey, and one local survey. The University of Missouri System participates in or conducts other surveys to ensure that employees are paid competitively.

Employee Relations

Human Resources is responsible for ensuring that the staff employees at UM-St. Louis are treated fairly and equitably in compliance with University policies and applicable state and federal laws. Human Resources provides advice and guidance to management and staff; ensures adequate arbitration, mediation and due process of employee relations issues; monitors correct and consistent interpretation and application of all University policies, and administers the progressive discipline and grievance policies and procedures.

- Over the past five years, Human Resources has processed 216 disciplinary actions; 147 or 68% of those have occurred among the union eligible employees. Overall, approximately 4% of staff employees receive disciplinary actions on an annual basis. One out of every 4.4 employees who have received a disciplinary action has filed a grievance.
- Over the past five years, Human Resources has processed 69 grievances. This means that 1.2% of eligible employees have filed grievances on an annual basis.
- Human Resources strives to recognize employees for their excellent performance and service to the University. HR manages the Riverstars Employee of the Month, a program that recognizes an outstanding staff member who excels in a particular area each month, the Chancellor's Award for Staff Excellence, which recognizes three staff members for their contributions to the University, and staff employee Service Awards, which recognize continuous service. Over the past five years, Human Resources has processed 615 staff service awards.

Regulatory Compliance

The Human Resources Department is responsible for ensuring compliance with over thirty Federal employment laws, including Title VII of the Civil Rights Act of 1964 and its amendments, sec. 703 (Sexual Harassment), the Age discrimination in Employment Act, the

ADA, the Equal Pay Act, the Fair Labor Standards Act, FMLA, other federal and state employment laws, recent court decisions interpreting the laws and over 25 Human Resources policies applying the laws to the University. Human Resources discusses regulatory compliance issues on its website and provides specific training to managers to assist them in complying with the laws.

- Human Resources provides support to OEO in responding to discrimination charges. Although Human Resources does not have specific data because OEO maintains records of discrimination charges, we know that during the last five years, no discrimination charges or lawsuits have been filed against the campus on the basis of hiring decisions. Other discrimination charges have been minimal.

Payroll/Records Administration

Human Resources is responsible for ensuring that all faculty and staff are paid correctly and in a timely manner in relation to the monthly and bi-weekly payroll cycle deadlines.

- Over the past five years, Human Resources has seen payroll dollars (including the University's contribution for benefits) for this campus grow from \$111,452,732 to \$164,778,141. This represents an increase of \$53,325,409 or 48%.
- Human Resources conducts departmental payroll reviews to ensure that departments understand best practices, changing technology, recordkeeping requirements, PeopleSoft initiatives, and are prepared for University-wide audits. Over the past five years, Human Resources has conducted 44 departmental payroll reviews.
- Over the last three years, the University of Missouri System has been collecting data comparing the campuses based on the number of online checks which had to be issued due to an initial campus departmental or Human Resources processing error. Over that time, UM-St. Louis has 0.61% errors compared to 0.78% throughout the rest of the University of Missouri.

Policy Application and Interpretation

Human Resources is responsible for ensuring correct and consistent interpretation and application of University policies, including the Human Resources Policies, the Collected Rules and Regulations and the Business Policies. Human Resources offers specific training on policies in employee orientation and the New Manager Workshop, with special emphasis on policies against discrimination and sexual harassment.

- Human Resources administers the 225 Collected Rules and Regulations as described in the Human Resources Policy Manual (105), the Staff Handbook (35), the Union Policies (47), the Business Policy Manual (87) and the Faculty Handbook (55).
- Human Resources monitors and provides advice on University and campus practice to ensure the consistent interpretation and application of policy.

Employee Benefits

Human Resources is responsible for ensuring that employees have adequate access to comprehensive and competitive programs that meet their personal needs in medical, dental, life, disability, and other work-related areas. Human Resources is also responsible for administering the FMLA and workers' compensation/work injury prevention program.

- Human Resources attempts by training, access, and individual assistance to ensure that as many employees as possible are enrolled in medical benefits. Currently 86.21% of eligible employees are enrolled. This represents an increase from 82.28% five years ago. With the advent of the self-service benefits PeopleSoft module in 2007, the computer access program that Human Resources has developed in conjunction with the Human Resources Interdepartmental Partnership has become essential to ensuring that our employees have adequate benefit coverage.

- Human Resources has processed approximately 175 retirements over the last five years, which includes 63 for the VERIP year of 2002. Human Resources has processed over 230 vested terminations during that time.
- In 2006, Human Resources introduced a post-offer physical program and an injury review process to reduce the number of work related injuries.

Training

Human Resources is responsible for ensuring that staff have a basic understanding of the laws and policies which apply to them and that new and current managers have the skills and knowledge they need to communicate with their employees in the areas of employment laws, policies and procedures, workers' compensation, performance appraisal, and coaching and counseling.

- Over the last five years, Human Resources has greatly enhanced its new employee orientation. Approximately three years ago, a PowerPoint presentation was added. During the past year, a campus tour was added. Over the past five years, approximately 120 new employee orientations were offered. During that same time, Human Resources participated in five new faculty orientations.
- Human Resources offers a New Manager Workshop twice a year. Over the last five years, those programs have been attended by over 100 new and incumbent management personnel.
- In addition, Human Resources has assisted the University of Missouri System with the development, marketing, administration and selection for its Administrative Leadership Development Program. This two year old program is an offshoot of the President's Academic Leadership Program. So far, eleven mid-level executives from this campus have participated in this program.

- Human Resources has offered a number of group and individual training sessions in PeopleSoft over the last five years. For instance, recently we offered training programs to introduce another change in payroll processing. This included eight all day sessions attended by approximately 137 administrative employees.
- Human Resources offers at least two benefits education sessions every year to make sure that employees have an opportunity to understand changes in our benefit plans. Because of some of the fairly significant changes which occurred in January 2006, over 100 staff and faculty employees attended the latest sessions.
- Human Resources offers at least two training programs in Workers' Compensation and injury prevention annually. Because of the introduction of the post-offer employment testing program, over 100 staff employees attended those sessions this year.
- Human Resources conducts, helps develop, and participates in other training on the campus. As an example, Human Resources helped develop and conduct mediation training and has conducted a number of Focus on the Future sessions.
- For the first time, Human Resources will be offering a Mentoring Training program in the fall of 2006.

Volunteer Services

Volunteer Services is responsible for providing local residents and students with exposure to an institution of higher education and an opportunity to serve the community and for providing an opportunity for alumni, former employees and retirees to continue relationships with UM-St. Louis. Volunteer Services supplements the services and paid staff of UM-St. Louis. It has been operational since October 2004.

- 284 volunteers have been recruited and placed throughout the campus. 106 of those were community volunteers, 178 were students.

- Volunteers have performed 7,600 volunteer hours, 5,400 of those in 26 departments providing direct services to students.
- Since October 2004, Volunteer Services has offered 34 training programs, including volunteer orientations and community training programs. Over 398 volunteers, employees, and members of the campus community have attended.

4.3.3. Assessment of Effectiveness

Human Resources priorities are set by the UM System Human Resources Office; the UM Collected Rules and Regulations; Human Resources Policies and Procedures; federal, state and local laws; Meet and Confer agreements, outside provider agreements; and IRS regulations, all considered in light of campus, unit and department objectives and immediate needs.

The Board of Curators Collected Rules and Regulations and University Policies provide guidance to ensure there is compliance with employment law and that employees are treated fairly and consistently.

Human Resources regularly monitors and communicates policies to staff members and receives direct feedback by personal contact and discussions conducted to resolve issues and problems. The result of this two-way communication is measured by the reduction of grievances and limited formal complaints by employees or applicants.

Positive evaluations have confirmed the effectiveness of the training programs provided by Human Resources.

Internal and external communication by staff, faculty and students is a barometer of the quality of service provided by Human Resources. This can be expressed in general correspondence, grievances, complaints, and other expressions of concern. Today these have been minimal and when received, acted upon expeditiously and completely. All responses to inquiries regarding

policies and procedures are thoroughly researched and documented prior to dispensing the University's position.

A vast number of questions are directed to Human Resources by University staff and managers before responding to individual issues. The Human Resource Department is the source of policy interpretation and legal information. The measure of the department's overall performance is best measured by the frequency in which customer's seek guidance and advice.

Performance in the Focal Areas

The credibility of the different focal areas within HR is essential in the deliverance of the various programs and procedures necessary to retain and develop the workforce in order that they may achieve their potential. Processing payroll, benefit programs, and equitable pay programs creates an environment that ensures satisfied and dedicated staff and faculty. Not performing these activities would result in loss of talented members of the University community to other employers providing such programs.

A new PeopleSoft recruitment module is being investigated to enhance the screening, selection and employment of the best qualified workforce in the future.

Credible and clear communication is a characteristic demonstrated by the various units within Human Resources, and continued requests by staff and faculty confirm the importance and value expected by these customers.

4.3.4. Collaboration

In order for the University to deliver quality education and programs to students, it is vital that Human Resources provides its faculty and staff with effective policies and procedures, quality

benefits, and sufficient and timely compensation. Human Resources works together with every department on campus to accomplish these objectives.

Human Resources has also enhanced collaborative efforts with the establishment in 2004 of the Human Resources Interdepartmental Partnership (HRIP). Representing a cross section of the campus, the group's purpose is to provide a forum for sharing information and discussing important employee issues.

A computer access program has been developed that was initiated by the HRIP. This program will provide centrally located computers with email access to employees who do not use computers as part of their daily work. Training will also be provided for these staff. The implementation has been a collaborative effort between Human Resources, Information Technology Services, and Facilities Services.

At a System level, the Human Resources Department participates in the Human Resources Advisory Council and thereby has input in the development of policy which affects our campus employees.

Human Resources also works with every department to implement the new Human Resource/Payroll PeopleSoft system.

The staff in Human Resources also conduct individual departmental payroll reviews, I-9, and PeopleSoft training. In addition to these programs, on a regular basis, Human Resources conducts Management Training programs to enhance the new managers with the skills necessary to successfully fill their roles as knowledgeable leaders and role models to the individuals they manage.

4.3.5. Long-range Goals and Improvement Strategies

- With the anticipated growth of the University and student body, we plan to enhance the areas of compensation, employee relations, and imaging processing. (The cost of image processing is being imposed by UM-System.)
- Human Resources will implement a mentor program to improve the experience of new employees and enrich the knowledge of veteran employees.
- Human Resources will implement a computer access program to provide centrally located computers with email access to employees who do not use computers as part of their daily work. Training will be provided for these staff members.
- Human Resources will continue its efforts to enhance communication with its training programs, website, and accessibility.

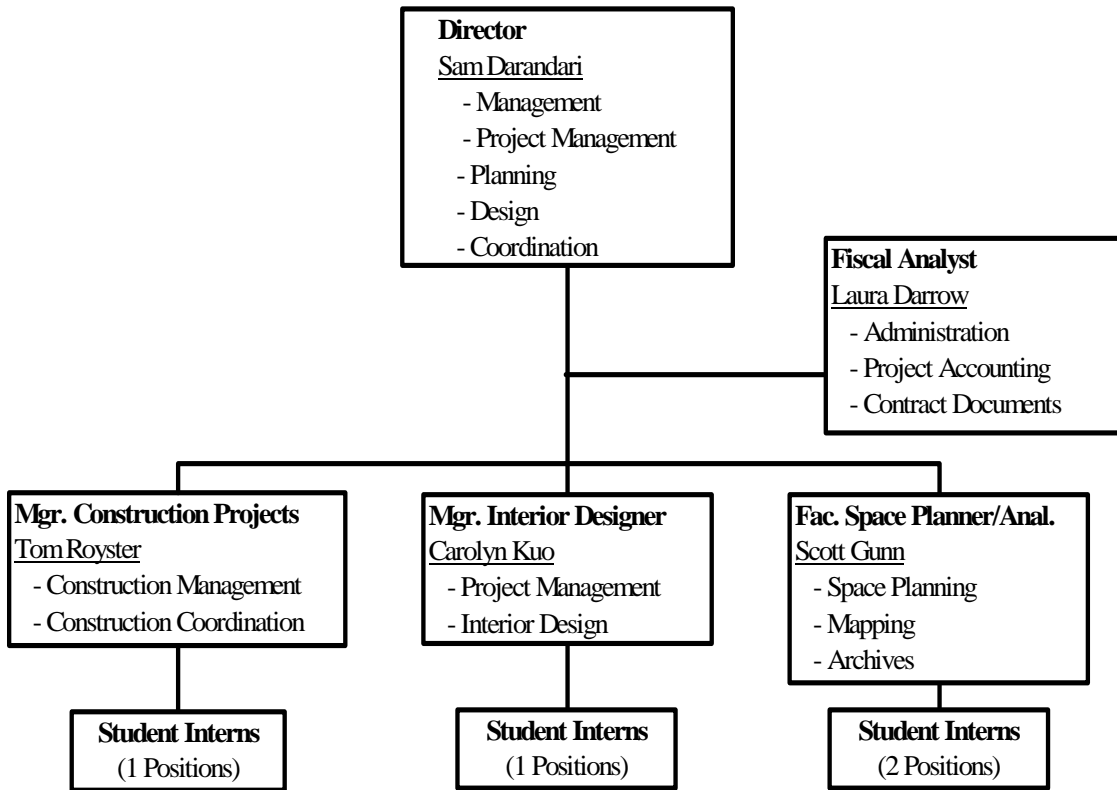
4.4. Implementation and Planning (Planning & Construction)

4.4.1. Mission

Assist campus leadership in the planning and implementation of quality and cost effective physical development programs and projects to achieve short and long-term strategic objectives and to enhance the quality of the physical environment.

4.4.2. Strengths and Distinguishing Characteristics

Organizational Chart



Campus Facilities Planning functions have transitioned from a centralized UM-System authority to a local campus department which oversees construction activities and has substantial responsibility for planning, design and construction as recently approved by the Board of Curators. In addition to its responsibilities for the planning and implementation of campus

physical development programs, the department provides the campus community with services in space planning, contract administration, technical and project management guidance, reference materials and data to support functions of other departments.

The department communicates regularly with consultants, contractors, public agencies, professional organization, minority and disadvantaged businesses. In addition, it collaborates with other UM campuses and universities for the purpose of information exchange on current and state-of-the-art practices to optimize management efforts to meet University stated goals and objectives.

The department is responsible for the following:

- Maintain and update the campus Master Plan
The Master Plan establishes a framework for the physical growth of the campus and infrastructure to support the academic mission of the university.
- Maintain and update land and space inventory
Building space (about 3,500,000 GSF) and land (about 350 acres) owned by the University are important and critical assets that must be managed wisely and effectively. In addition, Facilities Planning is responsible for providing accurate space information in support of the A-21 program for the Federal indirect cost for research.
- Maintain and update the campus capital budget
Facilities Planning Department prepares backup studies to support and justify capital funding requests.
- Manage the planning, design and construction of capital projects
Facilities Planning Department is responsible for the management of projects, activities and contracted services.

- Plan, design and implement interior and exterior environment enhancement projects
Facilities Planning staff works closely with colleges and departments to identify short and long-term enhancement of existing space to accommodate the dynamic nature of space utilization.

- Pursue higher levels of sustainable design and construction practices as appropriate
Creating and maintaining a sustainable environment is a critical responsibility of everyone in the planning, design and construction professions.
The University of Missouri is a major educational institution that can assume a leadership role in the field of sustainability.

- Maintain and update infrastructure and facility information and records
Operation, maintenance, management and modifications of existing facilities and infrastructure are dependent on the accuracy, availability and accessibility of information about existing conditions.

- Insure compliance with applicable building codes and design standards
The University of Missouri is the authority having jurisdiction over all buildings, facilities and infrastructure. The Board of Curators has adopted a set of building codes that are consistent with codes practiced in the State of Missouri.

The strength of the department lies within its staff. Experience, knowledge, maturity, dedication, loyalty and, most importantly, team approach to understanding issues and managing projects and activities effectively.

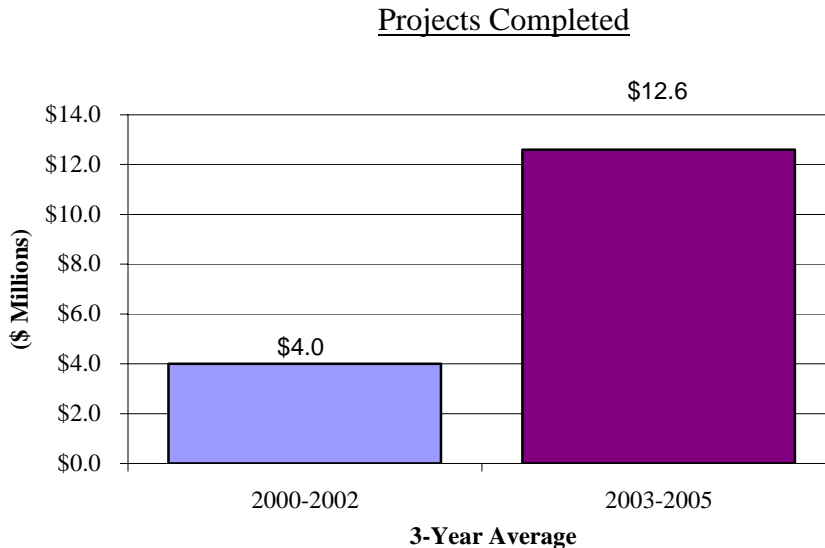
Effective communication among team members and confidence in the ability of each team member to meet expectations, allows this small group of dedicated individuals to consistently produce high quality results.

4.4.3. Assessment of Effectiveness

The department produces high quality results as attested by various awards and positive comments regarding completed projects such as the Performing Arts Center, Student Center, and the newly constructed Oak Residence Hall. In addition to receiving awards, the department has an excellent record of completing projects on time and on budget.

Clarity of authority and responsibility, adequacy of resources, prioritization of deliverables and clarity of objectives are extremely important to the successful operation of a department that must develop solutions and make decisions that will not only impact life and safety of future facility occupants, but may also impact surrounding communities.

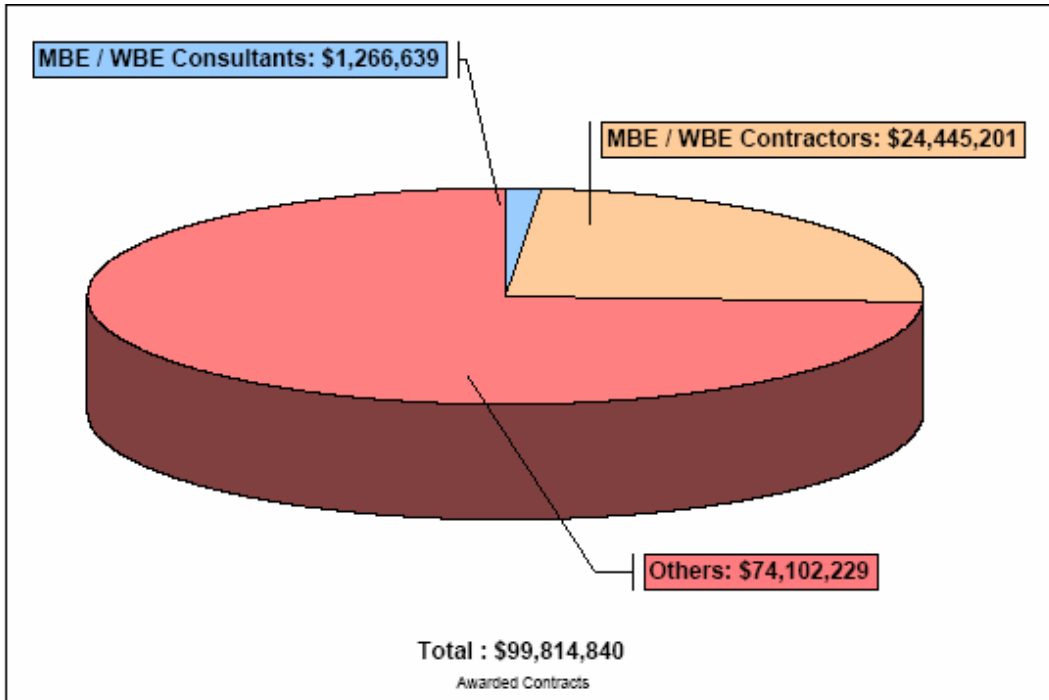
Average Value of Construction Supervised per Employee (Annually)



The department aggressively seeks out minority and women owned businesses for construction participation. The graph below shows the monetary value of Minority (MBE) and Women

(WBE) Owned Business participation on design and construction contracts awarded in the past five years. Subcontractor and subcontractor participation is included.

4.4.4. Collaboration



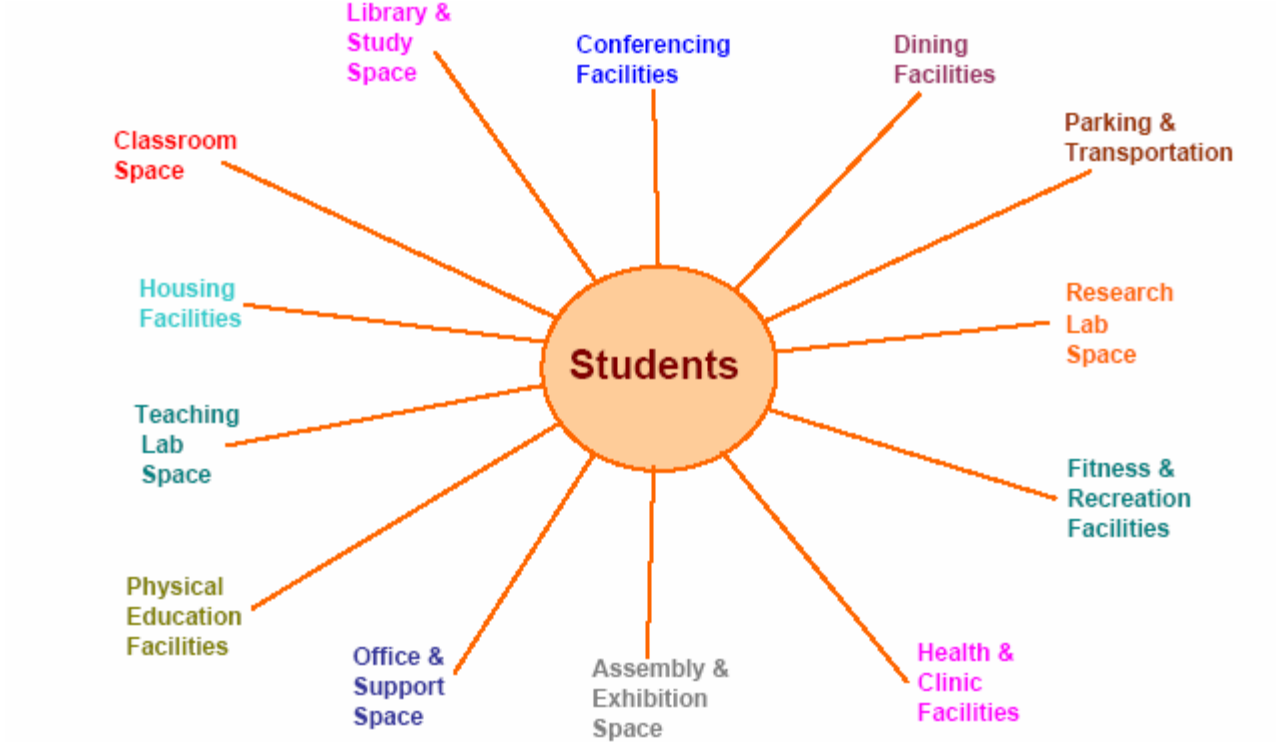
MBE / WBE Participation: 2000 - 2005

- Interface with the UM-System as required to insure compliance with policies and procedures

The Board of Curators has established policies and procedure establishing and clarifying the relationship between the campus and the System.

- Interface with stakeholders, users, surrounding municipalities and other entities to insure that their expectations are met within established guidelines

Programs, projects and services managed by Facilities Planning serve end users, the campus community and the public.

Areas of Partnership**4.4.5. Long-range Goals and Improvement Strategies**

The primarily long range goal for the department is to reach a recognized level of achievement and excellence in campus planning and implementation of development programs. Adequacy of resources, measurable and clear expectations are critical to the achievement of this goal.

- Develop a complete campus utility mapping system.
- Develop building plans to a level to show furniture, outlets, detail by room.
- Create an archive facility for proper storage and retrieval of building plans and specifications for future reference.
- Develop on-line project estimating program for departments on campus.

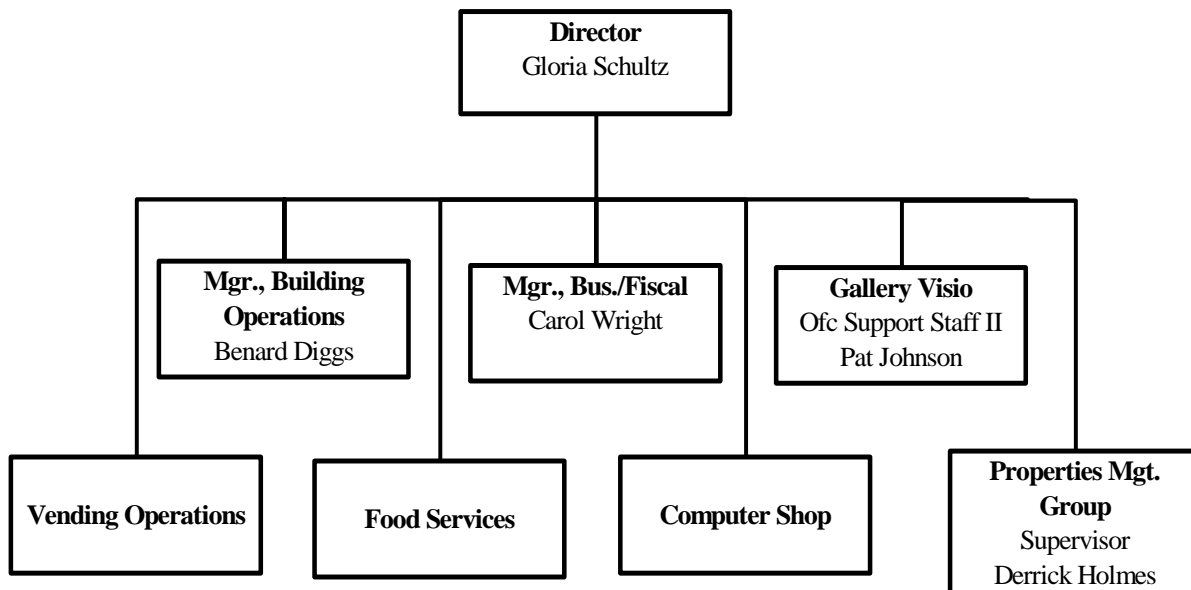
4.5. Student Transformation Activity (Auxiliary Services)

4.5.1. Mission

Auxiliary Services seeks to benefit the campus community through sound & ethical business practices, excellent service and an environment which encourages innovation and greater responsiveness

4.5.2. Strengths and Distinguishing Characteristics

Organizational Chart



Bookstore

- Computer Shop
- Textbooks
- General books
- Merchandise & gifts

Millennium Student Center

- Media Services
- Conference Services
- Building Operations

Vending

- Snack machines (contracted)
- Beverage machines (contracted)

Food Services (contracted Chartwells)

- Nosh
- Aroma's
- La Cantina Loca
- C-Store
- U-Mart
- Catering

Properties Management (off-campus)

- Campus affiliates
- Student housing

Special Projects

- Gallery Visio
- Parades

“Very early in my career with the University, I learned the secret to business success—people. Hire the best available; give them the right tools for their work; train them in the work processes; share organizational goals and measurable standards of excellence; mix in a little leadership & supervision; reward quality performance; then empower them—build a team to focus on the customer. It is a simple formula, but it has worked well for us.”

~ Gloria Schultz

Director of Auxiliary Services

Bookstore & Computer Shop

The Bookstore and Computer Shop serves students, faculty & staff with text and general books, academic supplies, computer hardware & software, University-logo clothing, gifts, and related merchandise supporting the scholastic endeavors and life-style needs of the campus community.

The Bookstore is owned and operated by the campus and is a self-supporting auxiliary. Any profits are used for operational expenses in the Millennium Student Center.

The escalating price of textbooks is a major concern and the textbook department was among the first in the country to address this issue by offering a viable alternative which is the digital textbook. Fall semester has 39 textbook titles offered by publishers in the digital format.

Students save 40% over new book prices and 15% over the cost of used books. Bookstore staff continues to obtain as many used books as possible through student buy backs and wholesale book companies. If the book is used again, students receive one half of the new book price (even if they purchased it used). If the book is not being used, then the students have the option of selling to the wholesale book company—at a much lower price.

Students have the convenience of viewing and ordering merchandise & books on line through the bookstore’s secure web site. Distance learners enjoy the convenience of having the books shipped directly to them. Faculty may submit book orders for their classes on line as well. In addition, the textbook department obtains copyright permission for faculty who want to customize materials or use books that are out of print.

The general book area (non-textbook) provides an educationally priced subscription to *The New York Times* which is a popular service with the faculty. This department also hosts book signings with both faculty and community authors followed by a nice reception. Faculty authors are proudly displayed in the general book area. Other services offered at the bookstore are educationally priced computer hardware & software, UPS service, postage stamps and free notary service. With the automation of the store, lines move very quickly during book rush each semester.

Millennium Student Center

The Millennium Student Center (MSC) strives to build a climate for success by fostering a sense of community among students, faculty & staff. In addition, it provides a marketplace, meeting areas, activities, & student services offices within a clean, safe and student-friendly environment.

The Millennium Student Center was completed in November 2000, and has been successful beyond expectations. It is a “one-stop shopping” concept where (nearly all) the student services, food, lounges, and meeting rooms are located in a three-story 170,000 square feet structure. Fortunately, the east wing on the lower level was ruffed in as “shell space” for future expansion-- which is all filled now.

Students were involved in each phase of the planning, building, furniture & décor and naming the building. The MSC has been instrumental in changing the culture of the campus—students have embraced it, treated it well, promoted & enjoyed it.

It was financed through student fees and continues to depend on those fees to staff, manage, clean, maintain/repair, and update with cosmetic/aesthetic changes when needed. Additional revenues come from retail rentals, bookstore, food service, conferences, and meetings.

All building staff work closely with the occupants in the building—especially Student Life who plans both educational and informative programs and activities that celebrate diversity of thought

and community. Staff partner with them and other groups for orientations, lectures, social activities and various other programs held in the MSC.

Many times a visitor's or new student's first impression of the campus is the MSC. The front line custodians and staff are known to be courteous, hard-working and always have a smile and a friendly hello when someone enters the building. They assist many people with their meetings with technology, sound, set ups and anything else to make the event successful. Many compliments are paid to the staff in the MSC via written notes, email and conversation.

Food Service

Food Service provides a variety of appetizing and nutritionally sound food offerings for all food venues and catered events which appeal to students, faculty, staff and visitors.

Food Service has been a big challenge on this campus and was transferred to Auxiliary Services in 1995 with a contracted food company running a one venue operation. When the contract expired, Request for Proposals (RFP) were sent out and due to the history of poor financial performance, there was little interest from any of the food vendors. A local company was hired to manage the operations. Though some of the services and food options improved, it was a financial loss for the campus.

When this contract expired, another RFP was issued and only Chartwells, a division of the Compass group, was interested. They have added new venues such as the La Cantina Loca, a popular Mexican-style eatery. They also added a Starbucks coffee franchise as the exclusive coffee served in all venues and catering. Week-end meals were added for the residents after a kitchen renovation on the South Campus last fall. This is a great achievement and much appreciated by the students. They have proven to be our best contractor to date and renewal of their contract is expected when it expires in 2007.

Customer relations have improved after a change in management. The new director has been busy mending some fences and establishing a good rapport with various campus groups. Catering continues to improve with an executive chef who is creative and eager to please the various groups ranging from a student pizza party to a reception at the Chancellor's residence.

Vending Operations

Vending Operations provide a pleasing variety of snacks, beverages and food items at a reasonable price while generating income for the campus. Vending has always been contracted, and it is the most efficient and effective way to manage the operation. The snacks and beverages have separate contracts when it was decided to send out the Request for Proposal for exclusive beverage contracts on the four campuses ten years ago. Coca Cola offered the best return to the University and was awarded the 10-year contract. It was re-bid in 2006 and Pepsi Cola was awarded a 7-year contract with renewals available.

Snacks are contracted with Canteen Corp--a division of Compass Group. The contract was awarded for 5 years and service has been better since they have been on campus.

Properties Management Group

Properties Management Group (PMG) manages and maintains University owned commercial and residential properties off campus while providing excellent service to tenants.

This group was originally formed to maintain newly purchased residential properties located primarily in the bordering areas of North Campus and along Natural Bridge Road. The Group later provided maintenance to the residential halls, Mansion Hills Condos, and Chancellor's residence. To accommodate the campus needs, the majority of the residential properties located north of the main campus were razed and the Group was split. Staff working with the residential halls, Chancellor's residence, and other student housing, reported to the Director of Residential Life. The remaining staff continues to report to Auxiliary Services.

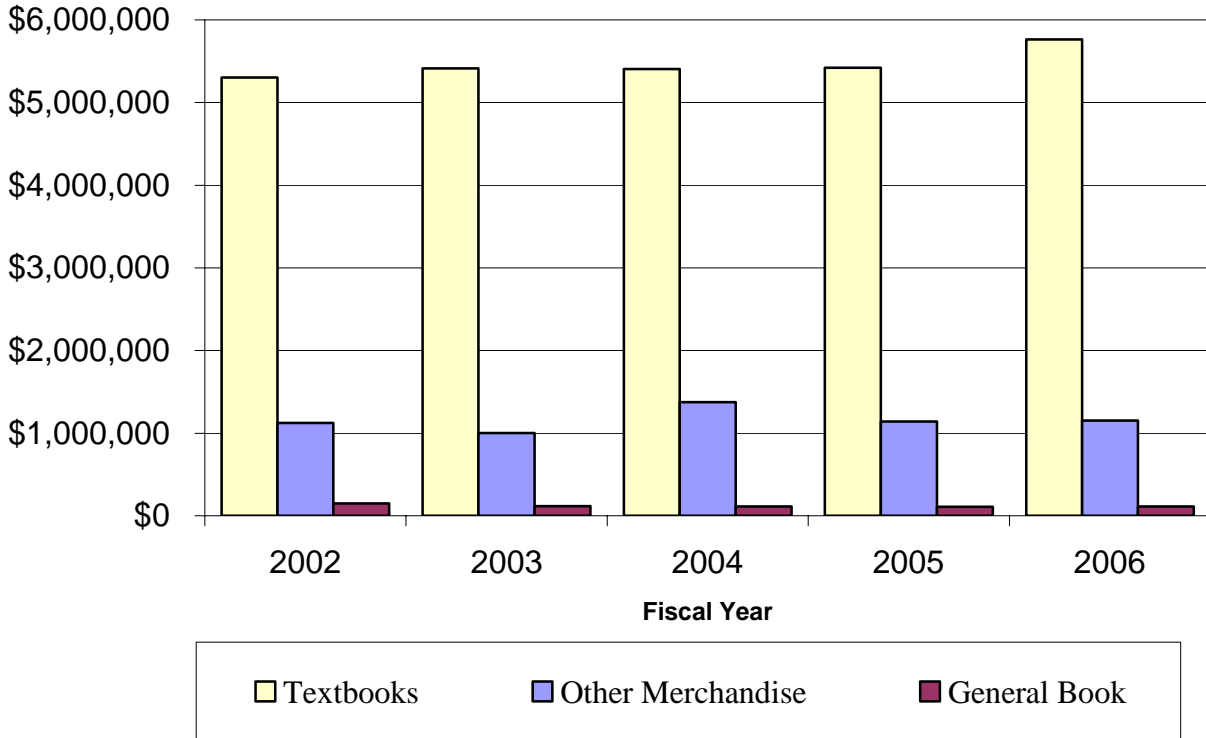
Currently, the Properties Management Group manages and maintains the West Pine Property which houses Child Advocacy, two properties in Kirkwood housing “Kids in the Middle, eight small homes rented by students, and several offices in the Education Research Park on Mark Twain Drive.

4.5.3. Assessment of Effectiveness

A Comparison of Student Center Amenities

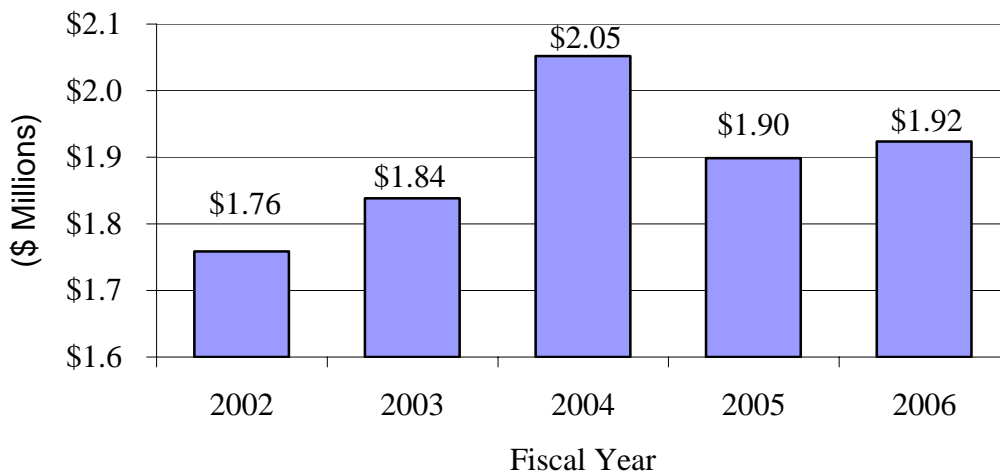
Amenity	UM - St. Louis	Wayne State University	Wichita State University	Indiana State University	UM-Kansas City
One Stop Shopping	22	11	11	9	11
Building Hr/Wk	83	100	119	119	108
Bookstore *	Self Operated	Contracted	Self Operated	Contracted	Self Operated
Food Service	Contracted	Self Operated	Self Operated	Contracted	Contracted
Art Galleries	yes	no	yes	yes	yes
Hair Salon	no	no	yes	no	yes
Digital Textbooks	Winter 06	Fall 06	Fall 06	Fall 06	Fall 06
Age of Facility	6 years	47 years	no response	no response	47 years
Student Fee Support	yes	no	partially	yes	partially
Square Footage	170,000	no response	158,000	no response	80,000

University Bookstore & Computer Shop
Sales per Category

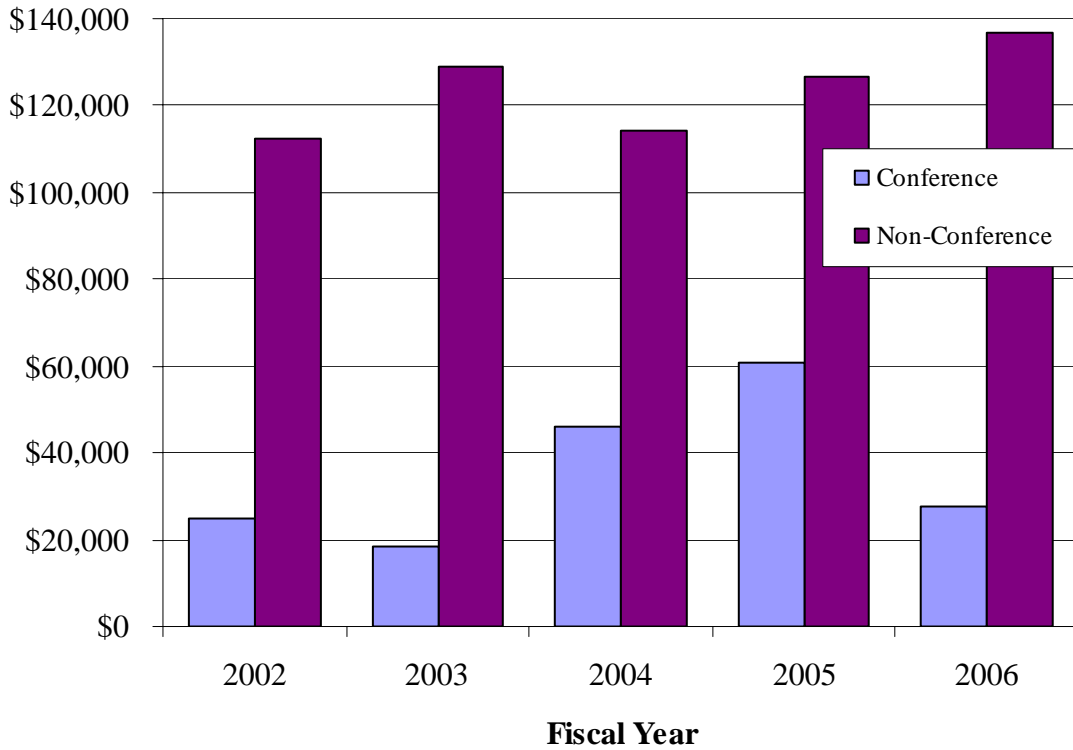


UM-St. Louis Bookstore generates \$740 per square foot vs. \$620 per square foot for comparable operations.

Food Services
Total Annual Revenue



Millennium Student Center
Revenue by Space Usage



4.5.4. Collaboration

The Bookstore staff realizes the entire book adoption process is dependent on good communication and working relations with academic departments. The staff host receptions for these counterparts and talk about new processes, changes in automation and answer questions regarding the procedures and processes. The students are the benefactors when the academic departments and the Bookstore are on the same page. The goal is for each student to have the correct books and supplies when he/she needs them.

The Bookstore staff works closely with University Relations for each commencement. All academic regalia is ordered and coordinated through the merchandising department, and they attend all commencements to assist faculty, students and platform party in the robing rooms.

4.5.5. Long-range Goals and Improvement Strategies

- Generate new Bookstore revenue streams.
- Offer more Bookstore services and become less dependent on textbook sales. Textbook sales dollars are actively solicited through numerous web sites and a nearby brick and mortar store.
- Develop new initiatives for the MSC to keep the building fresh, exciting and welcoming for all new and returning students each fall, and the many internal and external customers who rent the space for meetings, conferences and receptions.
- More aggressive marketing by Food Service to the campus community which will increase sales and enhance good will.
- Install card readers on the vending machines to yield more sales and ultimately better commissions for the campus.
- Increase scheduling maintenance classes for PMG service employees.
- Increase computer and management training classes for supervisor.

4.6. Forum for Critical Thinking (90.7 KWMU)

KWMU informs challenges, enriches and educates the community by helping people develop a deeper understanding and appreciation of the world through radio, related technologies and public service. KWMU is a premier “National Public Radio” station that will be presenting an independent five year self study.

Measures of Success

	<u>2001/2002</u>	<u>2004/2005</u>	<u>Projected 2010</u>
Listnership	13,000	13,700	15,500
Members	100,000	130,600	210,000
Operating Revenue	\$2,589,600	\$2,803,860	\$3,266,000

- The station raises \$9 for every \$1 dollar the University provides to the station. KWMU receives more community financial support than any other single University department, division or program. In FY05, KWMU raised \$2.4M.
- KWMU sponsored UM-St. Louis events such as the Distinguished Speakers Series with Des Lee, assisted with the Storytelling Festival, and worked with Continuing Education and Premiere Performances. KWMU is an active sponsor and participant in the Women in the Arts 2005 project, and helped arrange a visit by NPR’s Diane Rehm.
- UM-St. Louis faculty and staff are represented more than any other single group on KWMU programs. They are the first choice for KWMU News features or spots. Several faculty and staff have been featured more than once including Professors Terry Jones, Lana Stein and David Robertson.

- Last year, 32 different UM-St. Louis faculty and staff were heard on St Louis on the Air and *Cityscape* 44 separate times.
- *Cityscape* featured four interviews about Touhill sponsored events with performance guest, and in the past six months, the program mentioned 12 other UM-St. Louis events.
- Professors Terry Jones and Harriett Woods are regular monthly on-air commentators.
- UM-St. Louis political science professors are used as election night “expert” commentators.
- KWMU is a premiere internship choice for students. In the last 2 ½ years, 16 students from UM-St. Louis, Webster University, Washington University and even the University of Applied Sciences in Hessen, Germany have accumulated 2,705 student hours of training with KWMU professional staff.
- The Coro Leadership Center-St. Louis internship program seeks out annual opportunities with KWMU.
- KWMU is a much-requested favorite place for scout and class tours and field trips.

4.7. Student Transformation Activity (Campus Housing)

4.7.1. Mission

The Office of Residential Life and Housing at the University of Missouri-St. Louis is committed to designing and maintaining a learning environment that encourages academic success, student engagement, personal growth and personal responsibility.

4.7.2. Strengths and Distinguishing Characteristics

Residential Life is a 50/50 partnership with Student Affairs. In 1991, the UM- St. Louis Campus introduced the Residential Life and Housing (Residential Life) program by leasing an existing housing facility on the University's burgeoning South Campus. The University initiated the on-campus housing program as part of a larger community-building effort that included the development of a student center facility and other campus life amenities that would attract a larger proportion of first-time freshmen and other traditional students to the University.

Traditionally, UM-St. Louis has supported higher education for local students while offering only limited out-of-classroom programs and facilities typically found on "traditional" college and university campuses. In recent years, with the introduction of an on-campus Residential Life Program and the New Millennium Center, the University has begun to shift away from the "commuter" image to that of a full-service higher education environment. The initial housing lease was followed by housing facility purchases and private development throughout the 1990's leading to nearly 1,000 residents on campus today.

Due to the initial success of Residential Life, the University is planning to develop additional housing facilities to meet the needs of the growing and shifting student population. The University clearly identified strategic objectives to continue to improve the "quality of life" on campus in order to better serve the current student body as well as to become a competitive institution for traditional students, particularly freshmen. The University has identified

improvements to housing as a viable resource and anchor project for additional improvements to campus life.

Nationwide, colleges and universities recognize the important role that student housing plays in meeting institutional goals and enhancing campus life. Administrative Services acknowledges the campus objective to enrich residential facilities that will serve as strategic assets and enhance enrollment management goals by improving recruitment, retention, and satisfaction among the students, faculty, and staff.

Residential Life is particularly interested in developing facilities and programs that help freshmen acclimate to campus life, assist students with their personal maturation, and ease the transition from home life to independent living. In addition, Residential Life is focused on providing students at all levels of maturity with appropriate living accommodations.

The department has an interest in developing themed housing in the context of Living/Learning Communities (LLC) that directly link academic resources to Residential Life. The department has already introduced this type of programming with the Honors College housing. Residential Life is looking to expand these programs to additional themes, such as language houses, and to increase faculty involvement. The department is also interested in focusing on the development of freshmen in the halls and linking these programs to a campus-wide Freshmen Interest Groups (FIGs) Program. These programs can be further enhanced with the development of upper class student mentors and peer educators in the residential program.

Currently, UM-St. Louis is operating a residential program that offers students primarily single rooms in traditional-style rooms. The campus lacks the appropriate supply, particularly in independent living options that may attract more students to live on campus and to intensely enrich the learning experience.

The department is interested in using the Residential Life facilities and programs as a strategic asset for recruiting students within UM-St. Louis' competitive market. UM-St. Louis is still perceived as a "commuter" institution and therefore, attracts fewer students that demand on-

campus housing. However, the campus is interested in attracting additional traditionally-aged freshmen and transfer students. Providing appropriate housing and campus life amenities is one strategic resource that the campus can use to attract students seeking a “traditional college experience.”

In addition, the University is interested in providing student housing that complements the existing stock of off-campus housing. Currently, many students commute from affordable apartment-style units in other areas of the city. The University would like to provide appropriate accommodations that bring these students closer to campus.

Administrative Services determined that Residential Life is connected to the University’s broader community-building objectives. It has been noted that Residential Life should contribute to the overall mass on campus that creates “vibrancy” and supports campus life activities. The development of additional student housing will provide the critical mass of students on campus to support the presence of other “quality of life” facilities, including dining services and recreation facilities. In fact, the success of college and university campus facilities and programs are generally linked to each other, with housing frequently serving as an anchor.

4.7.3 Assessment of Effectiveness

Residential Life prepares monthly reports to the division which include financial status, programmatic events, disciplinary actions, and other noteworthy items. To assess its effectiveness, the department is in constant contact with students through its residential assistants or hall directors. Each semester surveys are conducted and the results compiled and improvements are made. One example concerned itself with inadequate eating facilities on the South Campus. The department, along with other ASD departments, responded with installing refrigerated food machines allowing students to have food available until a full service kitchen could be developed.

In 2004/2005 a comprehensive external assessment of the program was made. It was felt that the program had grown to a point where such an assessment might be useful. Of the 245 colleges and universities, UM-St. Louis reported the second smallest population of students housed in residence halls. A second noteworthy factor is that all the campus residential halls have an average age of 50+ years and were converted from religious facilities without major renovations. The ACUHO/EBI assessment indicated that the timelines of repairs, cleanliness of the facilities, and assisting with student leadership skills were rated very favorable in the survey. The area of concern voiced by the students in their assessment was safety/security, to this, Administrative Services responded by creating a police sub station within the halls, by assigning specific assigned officers to patrol the halls, and to have officers meet with students on a regular basis and to create a crisis intervention team. To address the concern of security/safety, Administrative Services completely upgraded all lights on the South Campus and installed additional lighting for security.

Selected Topics

UMSL vs All Institutions	
Level of satisfaction with overall academic experience	Middle ranking
Dining services – value of meal plan	Bottom 20%
Room assignment policy	Middle ranking
Quality of dining hall food	Middle ranking
Residential hall environment/room privacy	Top 20%
Computer connection	Top 20%
Satisfaction with cleaning staff	Top 20%
Res Hall enhanced developing leadership abilities	Top 20%
Level of satisfaction with safety/security.....	Bottom 20%

*81 questions were asked and rated in the study
(See study for detailed results.)*

The department is committed to continually improving and providing a forum for learning and socialization of our students.

Conference Inn and Special Events

A recent new initiative that is still in its infancy is operating conferencing facilities, a Campus Inn and hosting special events. Since 1993 when the University began acquiring older historic properties, it became apparent that additional activities could be scheduled to bring more visitors to the campus and potentially help the University promote growth in continuing education, and residential life.

The campus has numerous halls for rental and currently have weddings booked through June of 2007. The campus also offers over 60 rooms for conferencing during the year and over 250 rooms for large summer conferencing.

	<u>2003</u>	<u>2004</u>	<u>2005</u>
Gross Revenues	\$519,300	\$514,400	\$508,700

4.8. Student Transformation Activity (Recreational Sports)

4.8.1. Mission

Our mission is to provide a variety of wellness fitness, and recreational experiences and opportunities to encourage maximum participation of UM-St. Louis' residential students in the pursuit of an active, healthy and happy lifestyle. We believe that participation and involvement in our campus recreation programs is a key determinate to success, satisfaction, and a sense of belonging in the residential student's overall college experience.

4.8.2 Strengths and Distinguishing Characteristics

The Recreational Sports Department has earned a well-established reputation for providing the diverse UM-St. Louis community with quality recreation programs, facilities, and services designed to enhance the college experience. The Recreational Sports Staff is dedicated to the enjoyment and well-being of all our students, faculty, and staff. (See Appendix A for Recreational Sports Mission, Philosophy, and Purpose).

UM-St. Louis has historically been a commuter campus and our recreational programming has been designed to meet the needs of a largely commuter population. However, over the last decade, the University has been steadily moving toward a more residential environment. We now have five residence halls housing 350 residents. Additionally, a new building is scheduled to open in the Fall of 2006 and University plans look for our residential community to grow to 1,500 students in the near future. These new on-campus residents represent a dramatic new enrollment trend as well as a new vitality for the Recreational Sports Department and the University as a whole. We, the Recreational Staff, are presented with the exciting challenge of better serving the recreational and leisure needs of this important population. Essential to our department moving forward, we must compete for and retain these students who want a unique on-campus experience. Our ultimate goal is to make our resident students glad they chose UM-St. Louis.

4.8.3. Assessment of Effectiveness

Student participation has increased substantially since the department was placed under Residential Life and the program offerings were expanded to more than 60 during the year. The tables below indicate an example of a semester of activity and the increased participation in recreational sports.

EXAMPLE OF SEMESTER ACTIVITY		
Leagues	ARENA FOOTBALL	M/W
	BASKETBALL	3-ON-3 M/W
	BOWLING	DOUBLES OPEN
	FLOOR HOCKEY	M/COED
	SOCCER	INDOOR M/COED
	VOLLEYBALL	COED
Tournaments	BADMINTON	SINGLE/DOUBLE M/W
	BASKETBALL	3-ON-3 M/W
	BASKETBALL	4-ON-4 COED
	DODGEBALL	OPEN
	GOLF	INDIVIDUAL MEDAL M/W
	RACQUETBALL	SINGLES M/W
	SOCCER	2-BALL '05; WIFFLEBALL '04
	TABLE TENNIS	SINGLES M/W
	TENNIS	SINGLES M/W
	VOLLEYBALL	6-ON-6 M/W
WALLYBALL	3-ON-3 COED	
Contests	WEIGHTLIFTING	M/W
Rec Treks	DEMOLITION BALL	Co-Sponsor
	SNOW SKI	Co-Sponsor
Special Events	BINGO I	
	BINGO II	
	BOWLING & PIZZA PARTY	
	HC POWDER PUFF FB	Co-Sponsor
	INTL SPORTS DAY	Co-Sponsor
	MIRTHDAY VB	Co-Sponsor
	REC SPORTS DAY	
	SOFTBALL BBQ TOURNEY	COED
	TX HOLDEN	05; HR DERBY'04
TRIVIA	REC '05; STAFF ASSOC '04	
Res Life	WELCOME BACK PARTY	Co-Sponsor
	MARK TWAIN ROCK-IN	Co-Sponsor
	YEAR-END BLOCK PARTY	Co-Sponsor

Recreation Sports Participation

FALL SEMESTER	TEAM TOTALS	STUDENTS		FAC/STAFF		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Fall Participants
2004	87	1,179	713	111	82	1,290	795	2,085
		1,892		193		2,085		
2003	82	1,028	587	123	80	1,151	667	1,818
		1,615		203		1,818		
% INCREASE/ (DECREASE)	6.1%	14.7%	21.5%	(9.8%)	2.5%	12.1%	19.2%	14.7%
		17.2%		(4.9%)		14.7%		

SPRING SEMESTER	TEAM TOTALS	STUDENTS		FAC/STAFF		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Spring Participants
2005	132	1,216	732	77	90	1,293	822	2,115
		1,948		167		2,115		
2004	113	1,047	529	118	123	1,165	652	1,817
		1,576		241		1,817		
% INCREASE/ (DECREASE)	16.8%	16.1%	38.4%	(34.7%)	(26.8%)	11.0%	26.1%	16.4%
		23.6%		(30.7%)		16.4%		

ACADEMIC YEAR	TEAM TOTALS	STUDENTS		FAC/STAFF		TOTAL		GRAND TOTAL
		Male	Female	Male	Female	Male	Female	Yearly Participants
2004-05	219	2395	1445	188	172	2583	1617	4,200
		3840		360		4200		
2003-04	195	2075	1116	241	203	2316	1319	3,635
		3191		444		3635		
% INCREASE/ (DECREASE)	12.3%	15.4%	29.5%	(22.0%)	(15.3%)	11.5%	22.6%	15.5%
		20.3%		(18.9%)		15.5%		

4.8.4. Collaboration

The Recreational Sport Department collaborate with a myriad of organizations such as student clubs and organizations, and helps support fund drives for special causes. The department works

well with the Athletic Department, athletes, and staff to provide activities that support its mission.

4.8.5. Long-range Goals and Improvement Strategies

As UM-St. Louis increases the residential nature of the campus, Rec Sports, with its unique capacity to attract diverse populations, wants to be a part of building a sense of University community. The department is able to do this by creating opportunities that bring people together around the common interest of fun. The three preceding “immediate action” recommendations are the foundation of our integrated efforts to accomplish this objective. To this date, we have also developed the following plan of action:

- Offer free aerobics passes, each semester, to all current resident students
- Meet directly with Resident Assistants to develop stronger ties and to elicit program support
- Staff a Recreation Info Desk in the residence halls on student move-in days
- Add a direct Rec Sports link to the office of Residential Life and Housing web page
- Create a new, easier to remember and recognize, Recreation web address
- Give residents first-priority status in registering for our current Rec Treks (off-campus outings which this fall include Ace Stable Trailride, Demolition Ball, and Paintball)
- Plan new Rec Treks to meet the specific interests of the residential community
- Develop a strategy for obtaining programming input and feedback from students
- Collaborate with Res Life professional staff and student Residence Assistants to develop joint recreational programming

- Pursue weekend programming
- Develop a recreational equipment “needs list” for Residential Life
- Work in cooperation with Res Life to actively promote resident student participation in our current Rec Sports programs (see Appendix D for a complete list of 04-05 intramural activities)
- The Rec staff will continue to work on ways to increase student involvement. The department does know that by providing our resident students with quality recreational and wellness facilities, programs services and staff, we can greatly enhance their value of their University experience.

Rec Sports will ensure that UM-St. Louis’ resident students are provided with accessible, responsive, flexible, inclusive and quality opportunities for fun involvement through sport and recreation. Implementation of this proposal, aimed at enhancing the overall quality of student life, would benefit both our resident students and the University as a whole.

Benefits to the University

- Increased resident involvement, interaction, satisfaction, and enjoyment.
- Enhanced residential student recruitment.
- Improved residential student retention rates.
- Strengthened sense of University community and pride among our residents.
- Development and strengthening of a loyal alumni base that feels connected to the University and helps support it into the future.
- Increased collaborative programming efforts between Rec Sports and Res Life.

- Enhanced quality and visibility of campus recreation programs and the increased numbers of participants.
- Heightened vibrancy of the campus.

Personal Benefits to the Resident Students

- Enhanced personal and academic growth.
- Improved health and fitness.
- Reduced stress.
- Enhanced emotional well-being, happiness and self-confidence.
- Increased opportunities for meaningful, social, and cultural interactions with diverse sets of people.
- Increased opportunities for character and community building.
- Improved leadership, team building, and motivational skills.
- Improved time management skills.
- Increased opportunities for the development of active, healthy lifestyles and lifelong leisure skills.
- Increased involvement in campus life and a greater sense of personal connection to their residential community and to the University as a whole.

The Rec Sports Department is committed to its stated goals and recommendations. The department is dedicated and resolved to make steady progress toward realizing our vision of meeting the recreational needs of each and every resident student and creating the most

inclusive, diverse, and responsive program possible. The department believes that this in turn would contribute significantly to the recruitment and retention of residential students on campus.

For maximum benefits, our efforts must be coordinated between the departments of Rec Sports and Residential Life and they must be seen as long-term commitments. It is essential that, collectively, we do not allow this proposal to result in short-term strategies that are soon left behind.

To support this important initiative, we believe it is crucial to create a new professional staff position within the Recreational Sports Department. This staff member would be responsible for resident-based recreation programming and activity leadership and promotion. Also of high priority is the need to establish a satellite Rec Sports Office that would be prominently located in the Provincial House near the Residential Life offices. With an “open door” philosophy, this easily accessible site would serve as the recreation hub for all hall residents. Along with these major program enhancements should come an adoption of the new, more encompassing name of Campus Recreation for our department.

It is the aspiration of the Rec Sports staff that the goals and action recommendations of this proposal will be put into effect immediately and that they will serve as a launching point for a new sense of what Rec Sports and Residential life at UM-St. Louis can become.

4.9. Student Transformation Activity (Athletics)

4.8.1. Mission

Always maintain the best interest of the student athlete both athletically and academically. Foster diversity and good citizenship while maintaining an environment conducive to learning and to further socialization of young adults. Bring athletics to the forefront of the UM-St. Louis experience.

4.8.2. Strengths and Distinguishing Characteristics

Athletics promotes/contributes to Student Life on campus and promotes identification with the University for both athletes and non-athletes. Athletics provides a window to the University by bridging the business community to the Athletic Department and providing a social environment for the University Alumni to return to campus. The values which intercollegiate athletics fosters, in addition to student learning and development, are good sportsmanship, wellness, teamwork and self discipline. Each student athlete is valued for his or her contributions to the team and the University. Each student athlete is entitled to equal opportunity in intercollegiate competition which is provided to students within the policies of the University.

The University of Missouri-St. Louis sponsors 11 varsity intercollegiate sports that compete at the NCAA Division II level and is a member of the Great Lakes Valley Conference.

UMSL SPORTS

Men's Sports

Baseball
Basketball
Soccer
Tennis

Women's Sports

Basketball
Golf
Softball
Tennis

In today's society, "athletics is by far the largest and clearest window through which the public views the university." It is, therefore, incumbent on those who manage and take responsibility for the sport programs to have high ethical standards and conduct all transactions in a transparent environment.

Eight years ago, the Athletic Department was transferred to Administrative Services with the mandate:

- Weave the athletic program back into the campus fabric.
- Make the Athletic Department financially independent.
- Make the sports programs viable and above reproach.

As good stewards, Administrative Services has met these objectives (See Appendixes I & II). Spectators at sporting events have increased more than 60%. Faculty complaints regarding the athletic program have declined. Student athletes' overall GPA trends have improved. Since 1997 significant funds, both in direct and indirect support, have been expended on the Mark Twain facilities to maintain and improve the infrastructure. Administrative Services also indirectly supported the Athletic Department with nearly \$350,000 annually of in-kind services. These services included IT support, accounting, design services, procurement, safety/security, maintenance, custodial, grounds, human resources, residential life, food services and marketing. The Athletic Department, during this same period, has been taken from fiscal chronic deficits to modest fund balances which can augment future shortfalls.

The Successful College Athletic Program, Oryx Press Phoenix, pg. 111.

4.8.3. Assessment of Effectiveness

The Athletic and Recreational Sports programs were transferred to Administrative Services in 1997. The programs were in various states of dysfunction. The Athletic programs had deteriorated to a level where only 40 spectators attended major basketball games, head coaches were left to their own devices, money was found in bags under desks, the combination to the safe had been distributed to various individuals, and the program was incurring an every-increasing

number of NCAA violations. The Recreational Sports program also presented challenges. The department had been involved in betting activities, operating office pools, accountability was non-existent, participation in events was low, and students questioned the viability of the Recreational Sports program.

In the last 8 years, the partnership has made significant improvements in the programs, although this progress might not be an event in a win/lose analysis of the various league sports. I offer the creation of the following initiatives for your consideration in assessing whether or not the Athletics/ASD partnership has been beneficial to the athlete-students and the University.

4.8.4. Collaboration

The department collaborates with the NCAA association to ensure all league sport rules and policies are followed and enforced. The department also coordinates with other local institutions of higher learning to schedule exhibition games and events. The Athletic Committee, which reports to the Chancellor, consists of faculty, alumni, staff and student participation. The committee provides guidance on schedules and other policy issues. The Athletic Department collaborates with local high schools and organizations to sponsor events. The collaboration between faculty and athletic staff is critical in ensuring academic success and full athletic participation in the sports.

4.8.5. Long-range Goals and Strategies

Student-Based Initiatives

- Creation of the Coach/Director Honor Roll
- Maintained Scholarship Levels during Rapid Tuition Increase
- Stressed Academic Achievement, as well as Athletic Prowess (Team GPA's have improved.)

Coach-Based Initiatives

- Coach's Incentive Program
- Established Performance Expectations

- Established Incentive Program to Improve Individual Sport Budget

Facility Improvements

- Upgraded HVAC system
- Upgraded Swimming Pool filtration System
- Lobby Upgraded
- Replaced Shot Clock
- Replaced Score Boards
- Replaced Gym floor and doors
- Field Upgrade
- Constructed New Softball field
- Improved Baseball Warning Track
- Removed Asbestos in the Building
- Added Auxiliary Office Spaces
- Improved Sprinkler Systems
- Purchased Turf/Maintenance Equipment

General Program – Improvements & Initiatives

- Established Pep Band
- Established Hall of Fame
- Reinforced “Esprit de Corps” Recognition of Outstanding Performance by Students/Coaches (Gym Banners)
- Changed Funding Sources without Major Disruption to Programs
- Established First Radio Advertising Program
- Provided Guaranteed Budgets
- Improved Title IX Compliance
- Established Promotional Program
- Established a Full-Time Compliance Officer Position

The Athletic/ASD partnership, I believe, has been beneficial. Staff morale has improved, athletes and coaches are beginning to support each others sports, attendance at sporting events has increased over 30%, student satisfaction has improved, academic standing of athletes has improved (25% of athletes are on the honor roll), and the UM-St. Louis program has been awarded a status which recognizes a performance well above its financial resource capabilities.

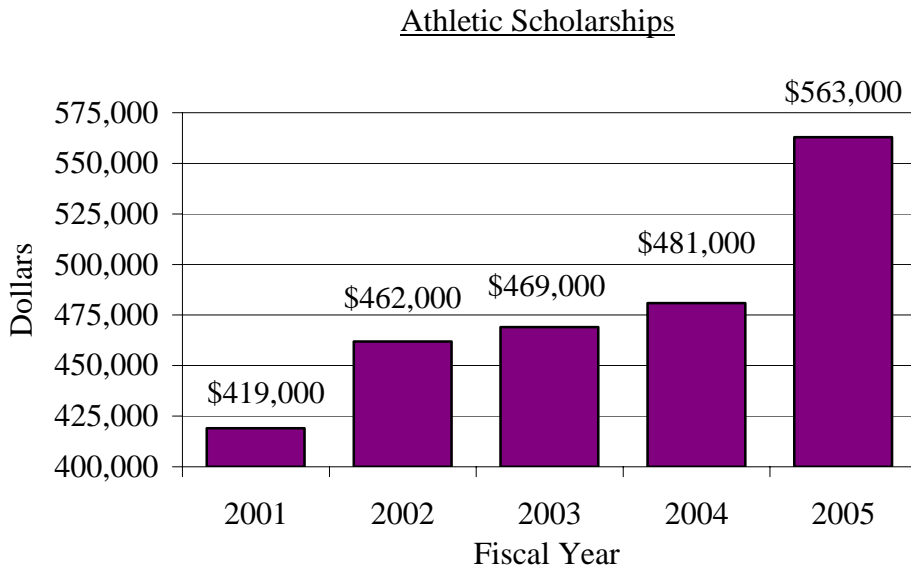
The Athletic program still has many challenges facing it, e.g., low funding, lack of department communication, lack of fund-raising, outdated facilities (non-compliance), inadequate room to

grow, etc. It is my desire and goal to make the student-athlete the icon of UM-St. Louis, and elevate the athletic program to a level where students, faculty alums and the community, can take pride in the program.

Additional achievements realized over the past 8 years ASD/Athletic partnership for the benefit of the students:

- Athletic recruitment from 1998 to 2004, except for the 2003, has yielded students with better high school GPA's than non-athletic recruits and in 2004, athletic recruits had higher ACT scores than the general student population.
- Current dates suggest that from 1997 to 1999 (latest data available), graduation rates for athletes exceed that of the campus. Early 1990's information suggests the opposite.
- Initiated the student athlete honor roll, comprised of two levels; first, Coaches' level for GPAs from 3.2 to 3.49; second, the Athletic Director's level for GPAs of 3.5 to 4.0. These successes are celebrated per semester at either a breakfast or a lunch with the honor roll students. Students achieving honor roll status have their names and pictures posted in the lobby of the Mark Twain Building.
- Implemented Athletics' study hall for student athletes at risk and for transfer student athlete. This began as an effort to bolster both retention rates of student athletes and to improve graduation rates of student athletes from their current levels.
- Helped create a community of scholar athletes by having student athletes participate in three campus activities outside their own sport.
- Each sport team participated in two or more community wide activities within the St. Louis external community each year.
- Worked to enhance the image of athletics by sponsoring an advertising campaign with KFNS and KTRS.
- Supported and encouraged the Athletic Director to establish relationships with advisors on campus to diminish potential eligibility problems which arise from academic miscommunication.

- Supported programs to enhance relationships with UM-St. Louis faculty. Invited professors to sit on the bench or have student athletes invite their favorite professor to a game and are acknowledged to the crowd in attendance.
- Developed and supported an incentive plan for the University's sport coaches. Based on developed criteria approved by the UM-System, coaches can earn incentive pay based on the success of their teams and student academic achievement.
- Improved the security system in the Mark Twain building by upgrading to a card entry system.
- Encouraged the Athletic Department to improve relations with campus departments. Partnerships have been developed with health services, counseling services, campus police, admissions, alumni offices, human resources, Mansion Hills, campus maintenance and financial aid. These partnerships are developed to assist coaches in recruiting and admitting quality student athletes and to assist in the development of a quality experience at UM-St. Louis for all student athletes.
- Improved attendance at athletic contests through pre, post and half-time events.
- Creation of the Pep Band to perform at home basketball games and be available for various other campus wide activities.
- Encouraged the Athletic Department to develop a web page by purchasing rights to a ".com" domain name.
- Improved external fund-raising within the entire Athletic Department. Sports are required to achieve a certain amount of dollars-per-year to add to their University budgets.



Areas requiring organizational attention:

It is appropriate at this time to seek a “New Direction” for the Athletic Program on the UM-St. Louis Campus. Recent events have exposed the department to public criticism requiring perhaps a new direction for the entire program. This was also the general charge given to the Athletic Task Force. Administrative Services is responding to this challenge by proposing the following “New Direction” for the UM-St. Louis sport programs.

Policy issues would become the jurisdiction of the Athletic Committee and/or Student Affairs. Issues related to, but not limited to:

- Staff goals and objectives
- Student disciplinary actions
- Sport schedules
- NCAA compliance issues
- Student athletes’ academic performance
- Funding priorities
- Staff disciplinary actions
- Incentive programs

Financial issues would relate to Administrative Services:

- Budget
- Bad debt management
- Reserves
- Fund-raising
- New initiatives
- Implementation of goals and objectives
- Funding issues
- Enforcement of university HR policies
- Planning
- Performance evaluations
- Marketing

Marketing and development issues would become the jurisdiction of University Development:

- Athletic Department visibility and exposure
- Alumni relations
- Fund-raising

5. GOVERNANCE, PARTNERSHIPS and COLLABORATION

Although Administrative Services Division has direct reporting responsibilities to the Chancellor it has numerous committees that it interacts with, along with an extensive network of Partnerships and Collaborations. The department participates in regular scheduled committee meetings with the following groups;

- Senate Budget and Planning Committee (UM-St. Louis)
- Information Technology Committee (UML)
- Physical Facilities, Space, and Space Committee (UM-St. Louis)
- Administration Management Council (System)
- Human Resource Advisory Council (System)
- Facilities (System)
- Athletic Committee (UM-St. Louis)
- Alumni Association (UM-St. Louis)
- Administrative Leadership Development Program Advisory Committee (UM-St. Louis)
- Chancellor's Excellence Award Selection Committee (UM-St. Louis)
- Work Injury Review Committee (UM-St. Louis)
- People Soft Implementation (System)
- Women's Task Force (UM-St. Louis)
- Chancellor's Art Committee (UM-St. Louis)
- Food Service Committee (UM-St. Louis)

Administration Services has had inter-division partnerships that have implemented various projects, these include but are not limited to:

- Mercantile Library
- College of Arts and Science
- College of Education
- Student Affairs

- Performing Arts Center
- College of Business Administration
- College of Fine Arts
- College of Nursing
- Office of Research
- College of Optometry

Partnerships with non-University entities:

- Century Development
- MoDot
- Metro
- St. Louis County Police

Individual Director Participation:

- Peter Heithaus
 - Human Resources Advisory Council – HRAC (UM)
 - Administrative Leadership Development Program (ALDP) Advisory Committee (UM)
 - Human Resources Interdepartmental Partnership – HRIP (UM-St. Louis)
 - ALDP Campus Participants Group (UM-St. Louis)
 - Employee of the Month Selection Committee (UM-St. Louis)
 - Chancellor’s Excellence Award Selection Committee (UM-St. Louis)
 - Work Injury Review Committee (UM-St. Louis)
 - Equal Opportunity Advisory Council (UM-St. Louis) – still Ad Hoc
 - University Athletic Committee (UM-St. Louis)

- Gloria Schultz
 - Women’s Task Force
 - Chancellor’s Art Committee
 - Food Service Committee

- National Society of Arts and Letters
- National Association of College Stores
- Mid States Association of College Stores
- Association of College Unions International
- Regional Assoc. of College Unions International

- Bob Roeseler
 - F.B.I. National Academy
 - Municipal Police Chiefs Association
 - International Association of Chief of Police
 - International Association of Campus Law Enforcement Administrators
 - C.A.L.E.A.
 - U.M.S.L. Alumni Association
 - Senate Facilities Committee
 - Athletic Committee
 - PIP-PIEC(Alcohol Abuse program for UM Students)
 - Student Psychological Support Group (CIT)

- Sam Darandari
 - Member: American Institute of Architects
 - Member: Design-Build Institute of America
 - U.S. Green Building Council
 - St. Louis Council of Construction Consumers

- Frank Kochin
 - Workers Compensation Taskforce – System
 - Quarterly Directors Meeting – System
 - University Sustainable Design Committee – System
 - Recycle Committee - Campus

6. PRIORITIES

Administrative Priorities are formed and categorized by the Campus Action Plan and UM-System Strategic Plan.

Campus Action Plan

1. Develop IT infrastructure to support the academic mission:
 - 1A. Administrative Services is responsible for designing and constructing a computer room back-up facility.
 - 1B. Administrative Services is working with developers to construct a 35,000 sq. ft. high performance computing and incubator center.

2. Recruit and retain outstanding and diverse undergraduate student body:
 - 2A. Assisted in renovation of Pierre Laclede College to increase enrollment from 500 to 700.
 - 2B. Developed food service on South Campus.
 - 2C. Assisted in providing sorority housing.
 - 2D. Designed and constructed new residential hall.

3. Enhance civic engagement for economic and social benefit of the region:
 - 3A. Developed projects to assist with redevelopment on improvements in the communities.
 - 3B. Obtained roadway enhancement grants of \$1million.
 - 3C. Division has supported the “CORTEX” Development in St. Louis City.

4. Increase financial base and improve stewardship of resource:
 - 4A. Administrative Services has reduced power consumption costs and will continue to lower utility costs.
 - 4B. Division maintains the lowest cost of administrative staff.
 - 4C. Division has established additional food venues.
 - 4D. Division has invested in electrical vehicles to reduce operating costs.

5. Valuing people and creating a high performance organization:
 - 5A. Division offers units different operating hours
 - 5B. Division is considering 4 day work weeks during high fuel price periods.
 - 5C. Division sponsorship of employee appreciation events.
 - 5D. Division offers training for both union-eligible and administrative staff.
 - 5E. Division offers individual employee recognition for a job well done.
 - 5F. Division promotes safety on the job.

7. COMMITMENT TO EXCELLENCE

Excellence in the Administrative Services Division means that one makes a decision to the best of ones' ability. It also means being persistent toward improving ones interaction with people, and effectively using department resources while efficiently using ones' time. We encourage every employee to have:

- High standards
- Passion for their work
- Persistence
- Courage
- Feeling of empowerment

We believe in commitment to excellence so that our colleagues can experience:

- Personal growth
- Self-actualization
- A greater creativity
- Leave legacy inspiring others
- Increase in self-esteem

We have a passion to deliver the highest level of service to our students, faculty and community.

We will assess our progress to the stated goals and objectives in the following manner:

- Unit managers will be measured by their success in creating and sustaining a quality culture.
- Department performance will be measured annually using both qualitative and quantitative assessment instruments, and the results will be compared to the performance of other institutions of similar status.

- Annual review of the improvement process with involved stakeholders to have input in department's operational planning (user satisfaction).
- Demonstrate success of efforts to have employees participate and promote the department's quality and performance objectives, and to develop the staff to their full potential to not only benefit the institution, but themselves.