

Infrastructure 8/13/09

Initial Task Force Meeting date: 8/29/08

Final Task Force Meeting date: 11/11/08

Update/Review for end of year report August 2009 Update

Summary Report from Infrastructure Task Force Committee

Committee Members:

Gerry Bomotti, Chair

Harold Archibald

Elaine Bunker

Kari Coburn

David Frommer

Bud Pierce

Lori Temple

Eric Sandgren

Margaret Walsh

Task Force Charge:

Define action steps, individuals, and schedules to move infrastructure priorities forward for as many activities and/or projects as are deemed feasible within the current environment.

Note: The final summary priorities for Infrastructure provided by the Provost are listed below, along with notes/comments/suggestions from the task force (in blue), with **Task Force follow-up information in red and final status updates as of August 2009 in green.**

Infrastructure

Technology Issues

1. Move ahead with iNtegrate

Task Force Response: It appears that this is a project already well supported by UNLV with staffing and plans to help make the implementation successful. We do not have any specific recommendations relative to iNtegrate, other than to recognize the size and complexity of this undertaking within the current fiscal environment will require us to focus our efforts here and at the expense of other projects that might be important. The iNtegrate impact on all aspects of the campus (technology staff, program staff in all areas that directly deal with students, at the college/faculty level, etc.) will be very significant, and if additional projects are added in this environment we fear it could significantly impact the success of all projects.

2. Move ahead with Digital Measures to automate faculty annual reporting, conflict of interest reporting and review, and provide paperless automation of these activities.

Task Force Response: While this appears to be an important future priority for the campus, it does not seem feasible to try and implement this at the same time we are working on iNtegrate, as the same basic people would have to be involved in this activity. In addition, dedicated DM technical support, user authentication and data upload processes will be impacted significantly by Integrate. We recommend this project be scheduled to coordinate, but not compete, with iNtegrate in order to increase the likelihood that the implementation of DM is both successful and perceived as successful by faculty. This will likely require some initial work on academic procedures and forms, but with full implementation after the student portion of iNtegrate. It also seems likely that there will be excessive cultural shock to faculty if we implement two systems that will significantly change business processes that impact them on a regular basis

Task Force Follow-up:

The Activity Insight project team understands that when there are competing needs for resources, iNtegrate and accreditation will take precedence. Therefore, in light of other needs requiring similar resources, the Activity Insight project will begin with only two or three academic departments and will then be gradually implemented across campus over the course of 3-5 years. In addition, rather than being assigned to current administrators and technical staff already committed to the above efforts, a project lead will be selected from qualified faculty, with part-time support from other campus offices (OIT, Institutional Research, Human Resources, OSP) as resources allow.

3. Focus on paperless automation improvements where opportunities exist, given reduced staffing?

Task Force Response: This is an important area for focus; specifically for higher volume activities and transactions where the solution does not involve significant action by the same staff that would be involved with iNtegrate. Some of the activities noted for discussion as important priorities to consider include the following, and task force members will continue to review other potential priorities in this area:

*Paperless W-2; paycheck and paycheck advice statements (The latter two become required as of January 1, 2009, and the W-2 is anticipated for the 2008 statements).

August 2009 Update: Direct deposit participation has greatly increased for faculty and staff and distribution paychecks to employees discontinued in January 2009. Electronic pay advices are accessed by employees through the NSHE EQUUS website. Efforts continue to increase student and graduate student participation. A project with SCS is well underway to provide electronic W-2 statements in January 2010, for the 2009 calendar year.

*Paperless employee reimbursements (scheduled for this fall)

August 2009 Update: These improvements were successfully launched for October 2008. Employees receive an email advice with travel payment detail and reimbursement amount which has been processed to their bank account.

*Paperless vendor payments (anticipated next spring, if deemed feasible in the context of iNtegrate activities).

August 2009 Update: Currently, an assessment is underway to assess electronic vendor payments.

*Automation of travel (in a hosted solution if the system requirements do not take significant resources from the iNtegrate project). The vendor responses are currently under review.

August 2009 Update: After review of all options we have cancelled this solicitation, as none of the offered solutions seemed feasible. We will consider reviewing these options in another year or two.

*Surplus property automation, including on-line reviews/purchases and automatic changes to property inventory.

August 2009 Update: The surplus property application provides retail point of sale (POS) capabilities for selling items to internal departments, the public, or to other institutions. Full on-line auction capabilities are also included, supporting on-line participation in live, auctioneer-led events, as well as sealed-bid auctions, and simple on-line auctions. Photos of the lots/items can automatically be uploaded and assigned to respective lot numbers instantaneously. Bidders register on-line and can pay outstanding balances via check, money-order, cash, or credit-card (processed through the application on-line).

Status

The initial roll-out of the software has been completed and on-line auctions have commenced. The automatic exporting of data to Advantage is in the final stages and should be completed within the next 60 days.

*Facilities related paperless initiatives include the following:

Completed Paperless Initiatives

- iService Desk Web Request System
- Document Attachments to iService Desk Requests
- Leave Manager/Leave Web
- Survey Portal with automated results calculations (we can do our own surveys – no charge)
- Automated Billing from TMA to Advantage
- Office Sign Insert Printing (from requesters desktop)
- Facility Proctor Program
- FM Budget Report
- Campus Utility Usage and Costs

Paperless Initiatives Under Development/Consideration

- Live Chat On-Line Help

August 2009 Update: Completed and available to customers.

- Fully Automated Key/Card Requests

August 2009 Update: 90% Complete. Will be phased in beginning in late September.

- [iLogger Warehouse Receipt and Post Scanner](#)

August 2009 Update: Application is installed on warehouse PC's but we have yet to program the handhelds and train staff. Implementation slowed by position vacancies and competing priorities.

- [Vehicle Manager](#)

August 2009 Update: System is complete and in-use.

- [Automated Scanned Document Storage](#)

August 2009 Update: System design is complete and is currently being used by P&C. FM will begin using the system after migrating all existing data to the new server. Implementation slowed by position vacancies and competing priorities.

- [Electronic Overtime and Leave forms with e-mail approval routing](#)

August 2009 Update: 250 employees at Lied Library and 210 employees across 7 departments at CBC have implemented Leave manager.

However, HR has asked them to stop using it for the time being so they can assess the application for use throughout the entire campus. Once the application has been approved for use, electronic overtime and leave forms can be implemented.

- [Energy Manager](#)

August 2009 Update: Completed, power demand display on FM webpage is operating.

* Implemented several process improvements to reduce processing time for hiring/salary/position updates (collectively eliminating thousands of e-doc steps on an annual basis). Some of these changes are highlighted below.

>New Hire E-Docs Require Employment Letter Only - other support documents collected by Human Resources at orientation.

August 2009 Update – this item was introduced to campus via an Official Email on December 20, 2007. The revised process has worked as planned and improved initial pay entry into the Human Resource Management System.

>Account Number Changes for A & B Contracts Require Personnel Action Form (PAF) Only. No Longer Require "Terms & Conditions" Page of Web Contract.

August 2009 Update – this item was introduced to campus via an Official Email on December 20, 2007. The revised process has worked as planned and decreased the signature steps necessary to change an account number associated with pay transactions.

>E-Docs may be transmitted by .pdf or Fax to Human Resources for processing, original signed copies may follow at a later date.

August 2009 Update – this item was introduced to campus via an Official Email on December 20, 2007. The revised process has worked as planned and has

assisted departments to ensure documents are received in Human Resources prior to monthly cut-offs.

>Student Employment Documents for Non-Work Study Students will be Indefinite. This alone will eliminate 4,000 – 6,000 e-docs per year.

August 2009 Update – this item was introduced to campus via an Official Email on December 20, 2007. The revised process has worked as planned and decreased the volume of transactions received by Human Resources each semester.

>Salary Roster Process Enhancements for FY09. Usage of the Roster Process for promotions, other adjustments and stipends was available for FY09 and was used in many, but not all, situations. We will continue to improve the roster process so as to increase the number of transactions that are processed without use of an employment document.

August 2009 Update – for the second year, Human Resources has accepted changes to upcoming contracts for existing employees through a web-based application called the “Data Verification Roster.” The process worked well, but departments chose to process an equal number of EDOC’s as in the prior year. Most of these hardcopy EDOC’s were related to chairs and those administrative employees with “B” base “shadow” salaries. For the FY11 cycle, the “Data Verification Roster” application will have an additional field that displays and tracks the “B-shadow” base – this dollar amount will be updatable by the department and will print on the renewal letter. With this addition the number of hardcopy EDOC’s will be reduced significantly. Additionally, for cases where a superseding EDOC is absolutely necessary, the roster process routines will be modified so as to clearly identify that situation and to permit the initial uploading of modified salary data regardless. Currently, departments will “exclude” an employee from the roster process when they need or desire to generate an EDOC. The addition of a “superseding” action type will allow the salary modification to be uploaded in an automated manner and permit the EDOC to follow later in the month.

-Additional e-doc improvements in the future will include:

>ImageNow Fax Agent to permit faxed document images to be directly placed into our automated system used by Benefits and to be expanded to Salary Administration. This eliminates multiple handling of the same document (will especially be helpful for NSC and CSN) -**See Below-**

Task Force Follow-up:

UNLV Human Resources asked ImageNow to provide a recommendation and specifications for a faxcard that would work with the ImageNow software and would include four fax ports into the UNLV server. Unfortunately, the fax board that was specified by ImageNow and bought by UNLV HR will not fit in the server -- there was not enough clearance within the housing of the server. ImageNow attempted to fix the problem by sending a replacement card; however the new

card was identical to the first card. Upon greater review, ImageNow reported that the only card that will fit in the current server is one that provides two, instead of four, fax lines. To remedy the situation and retain the ability to use all four fax lines, UNLV OIT is currently investigating and will be recommending for purchase, by UNLV HR, a low end server solution that will accommodate the four port fax card. Purchase and installation is hoped to be complete by the end of December 2008.

August 2009 Update – Completion of ImageNow Fax Agent occurred in March 2009. Resignation documents and Grant-in-Aid documents are being accepted through the fax agent now and additional benefits documents will be accepted with the upcoming open enrollment.

>For New Hire A & B Contracts, Employment Letter will Constitute Contract. Will Eliminate "Terms of Employment" Page of Employment Document

>HR, General Counsel and Provost Office have agreed in May 2008 as to format of employment letter and methodology for implementation. Translating the process to a web application that will produce completed Adobe.pdf versions of employment letters has been tested and all tools necessary to begin programming as a production tool are in place.

>For A & B Contracts, Employment Letter will Constitute Revised Contract for Promotions, Transfers, and Reassignments vs also circulating the e-doc for all signatures.

Task Force Follow-up:

Regarding the three issues above, with the new contract year/roster process activities, our recent special projects, and the planned, extended leave by the technical staff member assigned to the project now complete, we will be able to focus on these improvements. All software for these improvements have been purchased and installed. The software needed produces Adobe.pdf documents by combining user supplied field values with the underlying "contract" text. Necessary fields and values have been identified and the programming of entry screens, contracts and associated validations are being finished.

The Letter of Offer Generator program (LOG-JAM) has been programmed and is going through final testing in Human Resources, this testing and code corrections should be completed by November 14. The link below can be used to test drive the application. However, given that it is on the test server, please note that the response will be much slower than it would be in a production environment.

<https://hrsearchtest.sysapps.unlv.edu/logjam>

Access to this "draft" system will be sent out for review and comment by campus constituents. Based upon the review results, changes would be programmed and a production "roll out" date for the early spring would be set.

August 2009 Update – reviews by campus constituents have identified many areas for improvement with respect to data input screens, these suggestions will be revisited and a “standard” version of the offer letter generator will be rolled out by end of October 2009. Versions that address the more complicated academic tenure-track contracts will follow, with specific delivery dates to be determined before the end of October 2009.

*All MSDS (Material Safety Data Sheets) are now on-line and available to anyone through the web.

*Fully implemented an automated chemical inventory program for the entire campus which is now used within the NSHE by other institutions. This also allowed UNLV to easily meet a new Federal requirement for tracking all hazardous materials and decreased the staffing required to do the same job on a manual basis.

*Implemented on-line signature control process replacing inefficient manual process requiring signature for every account change. With new system, changes may be processed electronically thereby decreasing paper processes and increasing efficiency.

*Selected and implemented (for Fall semester, 2008) new “e-bill” student accounts receivable/payable system for students and other campus billing programs. This gives us our first automated billing system for students and improves services to students and eliminates most of the paper mailing charges.

- Controller’s Office recent efficiency gains include the following:
 - The Controller issues an annual letter (posted on the web) describing key contacts and information for campus administrators to manage fiscal operations.
 - Much of the information summarized in the Controller annual letter is explained in detail in the many training programs for administrators, contained in the Staff Training Catalog.
- Payroll:
 - Consolidated faculty summer session payroll with regular faculty payroll eliminating three extra payrolls and reducing costs. Additional consolidation of separate casual labor bi-weekly payroll for TMC planned for this year to further reduce payroll processing costs and improve efficiency.
 - Continue to expand direct deposit initiative and have added on-line access for employee pay stub through secure employee self-service website. This allows for complete electronic posting of employee pay, reducing operating costs.
 - Plan to offer electronic W-2 statements (now scheduled for 2010, for the 2009 tax year, given the federal requirements for implementation).

August 2009 Update: A project with SCS is well underway to provide electronic W-2 statements in January 2010, for the 2009 calendar year.

- Financial Reporting:

- Implemented financial statement software to improve timeliness of year-end closing and financial statement preparation. Software will eliminate many redundant spreadsheets and improve audit and reporting efficiency.
- Developed automated journal entry template which may be used by to upload large journal entries previously processed manually. Electronic journal may be utilized for large allocation processes. Now deploying in large departments such as OSP.

August 2009 Update: The Controller's Office has moved many manual journals to the automated journal template. Use of the journal template by external departments such as OSP has not been accomplished as department advises staff reductions make this a longer term objective.

- **General Accounting:**
 - Implemented on-line signature control process for authorized staff to process changes in authority for department accounts. System replaces inefficient manual process requiring signature for every account change. With new system, changes may be processed electronically once signature is on file.
- **Accounts Payable:**
 - Purchasing directing invoices directly to departments eliminating mail sort in A/P for distribution and departmental approval.
 - August 2009 Update:** This process has been implemented, but some operational issues remain. As mail is not opened in Delivery Services, the mail stops often can not be seen, and the mail routed to Controller's Office for distribution.
 - Rolling out EFT for travel reimbursement effective fall 2008.
 - August 2009 Update:** Roll-out of travel reimbursement successfully launched in October 2008.
 - Developed new short form honoraria/lecture form to streamline processing of often processed payments.

August 2009 Update: This was completed for 2007.

*It was noted that from a department perspective the higher volume transactions are e-docs; travel; and purchasing. We will initiate work with the appropriate offices to help determine what additional options exist for improvements in these areas.

Task Force Follow-up: Representatives from the Controller's Office, Purchasing and Human Resources provide the following responses to these issues:

- **Purchasing Office –**
 - Rolled out automated purchasing system to campus users. This system replaced the previous totally manual purchasing process. The process includes automation to direct invoice to ordering department (this activity alone would save about four work-days of processing time for payments to vendors).
 - Supported growth of P-Card program and drafted P-Card management requirement adopted by Board of Regents for all NSHE institutions and

expanded uses of P-Card to hotels, car rental and implemented department card. The managed use of the P-Card is increasing efficiency and reducing costs (individual purchase orders processed and individual vendor payments vs. one bill per month for the P-Card). The campus internal audit department and the Purchasing department's P-Card staff review P-Card activity on a monthly basis in order to assure compliance with requirements.

- Adopted an energy efficient purchasing policy requiring the purchase of Energy Star Certified products in all areas for which such ratings exist.

- Office of Human Resources –

- HR continues to explore avenues to lessen the impact and need for handling of E-docs and certainly the installation of the ImageNow fax agent (see above) will eventually allow documents to be processed, transported and archived more quickly and efficiently in electronic form.

- - HR is also looking into possible situations where E-docs are now required that may not be necessary in the future. For example, when an employee resigns, an E-doc is required to be processed through several layers of approvals to document the resignation. In this particular case when the employee resigns, UNLV, HR and the department have two main interests: 1) to stop future pay that the employee is no longer entitled, and 2) to compensate the employee for any unused annual leave to which the employee is entitled. In the past, use of the E-doc was the main vehicle that attempted to address these two interests. In further examining the interests, it becomes quite quickly apparent that use of the E-doc produced somewhat flawed results. Perhaps a better methodology for the first interest, to stop future pay, would be to simply have HR stop paylines upon receipt of the letter of resignation once accepted by the department/supervisor. The second interest, to pay annual leave, could be addressed separately through the leavekeeper; employee and supervisor agreeing on the final annual leave balance and passing that document and information to HR for processing. By unlinking these processes from one another and from the E-doc, more timely notification of departing employees to HR is anticipated and this will reduce the likelihood of overpayments to those employees. Again, trying to streamline the process and simplify the use of E-docs with transactions or eliminate E-docs if they add no value. Additionally, more timely notification of departing employees to HR also allows more timely notification from HR to OIT regarding account deactivation and deletion, making the campus administrative systems more secure.

August 2009 Update – Completion of ImageNow Fax Agent occurred in March 2009 (see above). Also, have eliminated the required preparation of an E-doc for resignations of executive, professional and faculty across campus. This removed several layers of approvals to document the resignation and still achieved the two main university interests associated with the resignation: to stop future pay for which the employee is no longer entitled, and to compensate the employee for any unused annual leave to which the employee is entitled.

*Security access to campus automated systems was highlighted as an important area to consider more automation options. OIT will take the lead in investigating this option.

Task Force Follow-up:

The iNtegrate project will lead to significant changes in application security procedures. Process changes that occur as part of iNtegrate will, in consultation with Data Stewards and where deemed appropriate, be implemented for other systems requiring authorization for access.

*Automated leave accounting for the campus. It was noted that there are some individual systems across the campus, but no campus-wide solution. HR will be asked to take the lead in reviewing the feasibility of a campus-wide solution in this area.

Task Force Follow-up:

An automated leave accounting system has been developed by the Facilities Maintenance group and was demonstrated to representatives of the Office of Human Resources. This system has been in use for approximately a year for all employee types in the Facilities group. The system seemed very intuitive and easy to use, as well as being well-developed with promising utilization across campus. HR representatives were impressed by the demo and have asked to test it real time in the HR office before recommending general distribution across campus. Testing will occur in September and October 2008 with a recommendation to follow in early November 2008. While not trying to diminish the quality or ease of use of the system, of concern is providing support and any needed customization of the system as originally written. Facilities staff has offered to let any campus entity use the software as it runs on their server, but has stated unequivocally that they will be unable to enhance the software. They will not develop any special screens or make other modifications to the software that another Department might want. The leave accounting system will simply be offered as they (Facilities) use it. This is not offered as a criticism as they are not in the business of writing leave accounting systems for college campuses. It is simply stating an area of concern which will require additional discussion and thought as future campus-wide usage of the software is considered. Note: OIT has also developed a leave tracking system that was intended for campus roll-out and Human Resources viewed a demonstration of this automated leave accounting system. This system was not as functional or user-friendly as the system developed by Facilities Maintenance. Accordingly, Human Resources renewed our desire to test the Facilities Maintenance system in our office. A test platform has been established for this purpose and the application developer will be installing the software in Human Resources this week, by November 14. Human Resources intends to input leave balances as of June 30, 2008 and then enter each prior, paper based transactions into the system. Recommendations with respect to the software will then be shared with Facilities Maintenance and a recommendation with respect to campus-wide usage will follow.

August 2009 Update – A meeting between OIT, the Facilities Maintenance Group and HR was held in April 2009. That meeting resulted in OIT committing to change over to the Facilities system and provide support for it upon receipt from Facilities. Due to unforeseen circumstances, the automated leave accounting system was not received in HR for testing until the spring of 2009, at which time the Legislature was in session and there was no time for testing. Leave balances and other data have only recently been added to the system. As a result, in conjunction with OIT, the anticipated date of full distribution of the automated leave accounting system to campus has been rescheduled to July 1, 2010.

August 2009 Update:

Telecommunications Office:

Paperless distribution of the unified Services Receipt has been implemented will allow customers the ability to access their Telecommunications services receipt via the web. Customers no longer have to waste time circulating a single paper bill to each user for review for instance, and the mail room has 190 fewer pieces of mail to deliver each month.

Consolidating the Sprint accounts offers Telecom additional opportunities for savings by creating custom rate plans for the campus in cooperation with our preferred wireless vendor and pooling available rate plan minutes. Additionally, consolidating the Sprint wireless accounts onto a single bill and account has created considerable efficiencies for departments such as Accounts Payable. Instead of having to issue 42 separate payments for Sprint, Accounts Payable now has to issue only a single payment to Sprint a month.

All Telecommunications work orders are now processed electronically using TMA which allows for a paperless request and communications with the customer.

Space Issues

1. Engage campus in Midtown Project and Midtown Outreach

Task Force Response: There are some individual activities already going on in this area that we will need to review. There is a small ad-hoc group involved in these activities from P&C, VPF&B, Provost, and VPR working with Mike Saltman. There is also a group that includes Dean's and others that has recently been formed. Dave Frommer will be asked to follow-up to determine the charge and status of this latter group and bring this information back to the Task Force for consideration.

Task Force Follow-up: This is a Dean's group that was charged by Neal Smatresk to see how the academic/research areas of the University could become involved in Midtown UNLV and support it. In general the group would look at research, analysis and academic outreach for Midtown UNLV (i.e. studying economic impacts, social benefits (i.e. outreach of higher education here and its impact on the local community as one idea), social issues (i.e. issues with a neighborhood that may become economically

difficult to support some existing lower incomes residents)) and other issues. With the lack of a formal facilities or use master plan for the east side of the street, the Dean's did not think it was feasible to discuss planning academic uses and facilities in any specific way on the east side of Maryland Parkway.

2. Continue to seek funding for building priorities (e.g. Hotel College/INNovation Village and UG lab building).

Task Force Response: There are existing activities associated with each of these priority projects now, including work with the state on funding and work with the INNovation Village potential development team. Those activities seem to be proceeding appropriately. One specific item noted in this area is the North Campus planning efforts, and whether there is the ability to gain access to the northern most section of the 2009 acres as early as possible to support research activities that are not reliant on high end facilities (mostly Engineering, likely). This would require some temporary facilities and temporary utility/infrastructure. Dave Frommer was asked to follow-up on this issue.

Task Force Follow-up: UNLV Real Estate will contact BLM to see if there is a process for placing temporary facilities and infrastructure on BLM land where a reservation exists (prior to ownership). It is likely that BLM would need to approve any placement of facilities and issue some kind of permit, access agreement or other.

-There will likely need to be some measure of coordination with USAF and CNLV, likely more with USAF - on the impact of any facilities on their mission.

-Access to the northern portion of the site would likely be no better than existing, with raw desert and some vehicle carved paths as exists now at the site.

-Site security may be an issue, as this is remote site and both physical security and access if there is any security alarm or similar will be distant for access.

August 2009 Update: The process that can be used with the BLM to utilize land upon which a reservation exists would require application for use permits, rights-of-way, etc. similar to the use of any BLM controlled land. The property reservation that currently exists with BLM for the North Campus location applies to Section 18, Township 19, Range 62 (southern most section). The current reservation establishes a priority hold for future use or withdrawal of the piece of property. Another important consideration is that all of the North Campus site has been identified as a Formerly Used Defense Site that requires hazardous munitions remediation by the U. S. Army Corps of Engineers. Use of the land by UNLV prior to hazardous remediation would be a significant issue to be addressed in any application to BLM for early occupancy. Further there are potential liability issues that would need to be considered as well. In summary, it is our conclusion after reviewing this matter that it is not feasible to use this land until after the formal transfer occurs.

3. Develop backfill plan consistent with research priorities for SEB and Greenspun Bldg.

Task Force Response: It is assumed that there are some existing plans in place, however, the Task Force is not aware of the details. We will therefore ask Anthony Vaughn to respond to this item and bring information back to the Task Force for future discussion/action (Gerry Bomotti will make this contact).

Task Force Follow-up:

The colleges, Science and Engineering, will submit their own backfill plans to the space committee (see note below). The space committee may accept all or part of the college's recommendation or put forward alternative plans to the EVP&P. The committee will consider current grant funding and dollars generated per square foot for the department and the PI in its decisions along with standard space modeling (space benchmark standards per FTE).

The main objective of the space committee will be to look beyond traditional department and college boundaries and consider the space as a university resource and not just a college or department asset. What this means is that the committee will look at the functionality of available space and fit to program more so than traditional reporting lines and building space assignments.

The space committee is:

Anthony Vaughn - Space Planning

Dave Frommer - Planning & Construction

Stan Smith - Research

Dave James - Academic Affairs

Tim Robitz - Student Affairs

Jennifer McCarthy - Non-voting staff for space and space inventory issues

Bob Dincecco - Non-voting staff for construction and renovation projects

Rochelle Athey - Non-voting staff for research activity

Karl Reynolds, Facilities Management (added at the request of Facilities and during the task force reviews of this document)

The committee meets on the first and third Thursday at 1:00 PM in the RAJ conference room.

It was noted that overall there will not be that much research space available for backfill with SEB coming on line, and this committee is finalizing a plan for that backfill at this time.

August 2009 Update:

Backfill

The move of the Greenspun College of Urban Affairs to the new Greenspun Building opened six buildings in the Central Desert Complex (CDC). Four of these units were backfilled with the Mathematics department previously located in the Central Classroom Building (CBC). Math had approximately 7,500 square feet in CBC but benchmark modeling showed a need of 11,000 square feet to meet their office and research needs. The four CDC units provided approximately 10,500 square feet of space to bring together all of their office requirements, computational research projects, and the Math Tutoring Center.

The space in CBC vacated by Mathematics was used to decompress Sociology and Psychology and to move other Liberal Arts departments into the building. The

departments moved into CBC were Women's Studies, the Women's Research Institute of Nevada, Interdisciplinary Studies, and some outlying functions of the Dean's Office. Beyond these backfill moves, space was opened for expansion of the Vice President's Office for Diversity and Diversity's new multicultural Center.

Occupancy of the Science and Engineering Building (SEB) opened office and research lab space in the Thomas Beam Engineering Building (TBE) along with White Hall (Life Sciences), Lilly Fong Hall (Geosciences, and the Chemistry Building in the College of science and Mathematics. Some of this space allowed for decompression of existing research programs as well as new efforts. In White Hall, a research program currently at the Shadow Lane Campus will move back to campus and research labs are being renovated for two new faculty lines. In Engineering, vacated space will be used to house the new Mendenhall program and build a computer lab for the Construction Management department. Also for Engineering, faculty and staff located away from the college will be moved into TBE allowing for expansion of the Air Force ROTC program and, eventually, expansion of the Law School Library. A robotics teaching lab temporarily moved to the Flora Dungan Humanities Building will also be moved back to TBE.

Space Committee

The Provost's Office, in conjunction with the Space Committee, is putting together a process to look at space needs across campus. Initial considerations will be the future of the Paradise Campus and what units should be located there to build a community outreach center as well as the reuse of McDermott Physical Education (MPE) to meet unique needs of the campus – Engineering, Distance Education, Fine Arts, Health Sciences, Athletics, Information Technology, and Education are some of the units that will be included in the conversations.

Research Infrastructure

The Space Committee will be working with the Office of the Vice President for Research and the Colleges of Engineering and Science & Mathematics to develop a process to plan and prioritize research requirements on the UNLV campus. One issue the committee will deal with is including space needs in the initial process of creating new faculty lines. Too often we search and hire new research faculty without any consideration of their research space needs before they arrive on campus. This puts the faculty behind on their research projects and tenure track and forces us into a position where we have to make potentially unsound space and cost decisions.

The Space Committee has not, to this point, tackled the issue of the overall campus research infrastructure and a schedule or budget for moving forward. This should certainly be a joint effort between the Space Committee, the Provost's Office, and Planning and Construction to determine realistic bounds for this effort as far as timing and funding. Research lab renovations go beyond upgrades to existing labs and must consider building systems – electricity, plumbing, HVAC, and much more. Any serious discussions about the UNLV research infrastructure must start with the buildings and possibly “reshuffling” research efforts to take best advantage of existing building systems.

4. Develop plan for research infrastructure improvement to improve the functionality of existing research facilities.

Task Force Response: This topic seems to overlap with the item directly above, and we will also ask Anthony Vaughn to provide feedback and information to the Task Force on this issue.

Task Force Follow-up:

Stan Smith is chairing the Research Infrastructure Sub-Task Force. Anthony Vaughn will work with Dr. Smith to get an answer. Additionally, it was noted that there is an annual capital priority process (managed through Planning and Construction) that should be used to bring forward priority needs from all Colleges and units, Additionally, it was noted that some of the more challenging space issues are for new faculty hires where the needs/commitments have not been well discussed/communicated in advance. The Provost's office is working on closing this loop-hole in the current process.

5. Continue to move forward sustainability improvements to reduce expenditure.

Task Force Response: It was noted that there are some activities in this area already. We will ask Facilities to bring forward information on their plans and efforts with utility reduction. It was also suggested that we investigate ways to allow individuals in buildings to see and understand their utility consumption, with the hope that this would encourage them to seek reductions/efficiencies, consistent with the President's recent signing of the a national document supporting sustainability within higher education. Facilities will be asked to follow-up on options for tracking utility consumption. Another item noted was alternative energy sources, specifically solar, and an existing agreement we have that apparently indicates any/all solar panels placed in the current location at the NE side of campus only benefits Nevada Power and not the campus (power generated goes into the power grid but there is no credit to the campus for what is generated). Facilities was asked to follow-up on this item as well.

Task Force Follow-up:

- GIS Mapping The Energy Management web site is a comprehensive source of the progress we are making in energy efficiency <http://energy.unlv.edu/> and can show most building utility usage.
- Facilities Management has historical data on utilities use and cost since 1989 for the state funded buildings. We have over two year's history on most of the non-state funded facilities such as the Residential Life buildings. See attached charts at the end of this report to highlight some of the longer term energy/utility reduction successes.
- Since Nevada Power apparently funded the solar research associated with the solar panels on the NE side of the campus, the power produced goes directly to the grid. Dr. Bob Boehm called just a few days ago with a request for a location

to place a new array similar to the one on Flamingo. This one has the potential for UNLV to receive directly all the electricity produced versus going directly to the grid.

August 2009 Update: A meeting hosted by David Frommer is scheduled for 8/14/09 to discuss potential new sites for the array.

- FM is investigating any opportunities to shut down systems during un-occupancy in the EMCS controlled buildings. Boyd School of Law was a successful endeavor with the occupants' cooperation.

August 2009 Update:

- Buildings with Complete Shutdown periods: BEH, CEB, HCH, WRI-A, B & C, SSC-B & C.
- Buildings with Partial Shutdown periods: ARC, BHS, BMC, BPB, CBC, GUA, JBT, LLB, MPE, SSC-A (note: some systems must run 24/7 in these facilities such as the OIT section of CBC).
- Buildings currently running 24/7: FDH, FND, HFA, TBE, WHI, SEB, SEP.
- SVFPB, through Facilities Management has funded over \$2M of energy savings projects, some of them are listed.

Improve Academic Unit Autonomy

1. Develop business office centers with appropriate staffing for most active units

Task Force Response: It was noted that general staffing needs for the campus was rated as the overall top infrastructure priority. However, the current financial climate limits options for creating new support positions. This should continue to be a very high priority for the near future, once the financial climate improves. Business Office support structures within the Colleges in particular were viewed as important to support the transactional activity of faculty, allowing them to focus more on other priorities. It would be important to develop a specific plan for incrementally adding business office operations to the larger and more complex academic units, and Gerry Bomotti will work with Neal Smatresk on a specific proposal.

Task Force Follow-up:

There is a general long term plan for creating and/or better supporting "business office" functions for each of the colleges, similar to what now exists for Law and Dental. Some of the high priority colleges for first implementation would include Sciences, Engineering, Liberal Arts and Business. It is assumed that there would be at least a professional business manager and a support position to start with.

2. Provide more training opportunities specifically designed to meet the needs of academic business/administrative staff

Task Force Response: HR was asked to bring back specific information for follow-up review on this issue. Training was deemed to be an important priority. HR noted they were developing specific training for the "AA" level administrative staff at the department level. A recommendation supported by the Task Force was for training to also be offered at the department location, with more customization on their specific needs (to include allowing them to ask very

specific questions that may not apply across the entire campus, and helping assure training is not too broad to be of high value). HR will review this option and provide comments/feedback on implementation. It was also noted that some training has been provided on-line (RMS Implemented on-line, web-based training options for most all health and safety requirements/programs, which are now available for use by other system campuses) and that these options should also be reviewed for other campus training needs. HR was asked to follow-up broadly on all these training comments.

Task Force Follow-up:

- Training for Administrative Assistants -

HR surveyed administrative assistants with 6-12 months of experience at UNLV during the Spring of 2008 to ascertain what they thought the most crucial training needs were as new employees. The majority of those responding to the survey indicated that they did not receive adequate initial orientation to their department, duties or responsibilities. In response, HR designed a departmental orientation guide for use by supervisors of newly hired administrative assistants. This guide provides conversation topics for one-on-one meetings with the new employee over the course of the first full week of employment. The guide also includes a list of professional development opportunities appropriate to specific job function, priority registration and synthesizing options. We believe this will enhance the experience of an individual, with basic clerical skills, who is simply unfamiliar with the intricacies of a higher education environment and foster a sense of inclusion.

August 2009 Update:

The program described above continues to be well received. The next phase of the program will be establishment of a mentoring list. We are currently developing the criteria for attaining status as a mentor to other administrative assistants. The theory involves establishing a resource for those administrative assistants who have questions and concerns about in-house work flow and work process. The list of network mentors could be used to solicit informal advice and counsel on issues and process when there is little or no historical resource available within the work unit.

- In-House Customized Training for Administrative Assistants -

HR currently provides the option of on-site customized training upon request and availability of training staff. Due to limited resources, we have not actively marketed this concept but will do so to assess interest and response.

August 2009 Update:

As of July 1, 2009, HR had conducted several in-house training sessions at the request of departments. Sessions included advanced customer service, preventing sexual harassment, valuing differences and diversity, use of the HR Search tool, interviewing techniques, and preparation of the annual performance evaluation. During the 2009 fall semester, HR will introduce the in-house training

concept to the campus via mass email marketing to the Executive Assistants reporting to Deans. The intent is to focus on offering existing workshops in the finance and business topic area to specific work groups allowing customization to meet group needs.

- E-Learning Opportunities -

To date, nearly all of the training and development opportunities provided through Human Resources have been actual workshops designed for face-to-face interaction. HR sponsored more than 3,500 participant hours of training during FY 07-08. The State of Nevada Department of Personnel has developed three e-learning programs out of the five required training programs for supervisors of classified staff. These e-learning programs are not yet available to external agencies due to platform, interface and firewall issues. According to Patricia Hoppe, State Training Director, information technology is working to switch the platform for these programs which will make them available to anyone with internet capability. Hoppe indicated that this transfer could be accomplished as soon as end of this calendar year, but more likely sometime during CY-09. HR currently has e-learning programming in place for *Recognizing and Preventing Sexual Harassment* and *Drug and Alcohol Testing for Classified Staff*. These programs have been used successfully in pilot status for several groups and will be rolled out to campus during CY 2009. Funding for the *Recognizing and Preventing Sexual Harassment* program was provided through the Vice President of Diversity and campus roll-out has been planned through that office. The e-learning program for *Drug and Alcohol Testing of Classified Staff* was developed through Web-Campus with support from the Office of Information Technology. Now that testing has been completed, HR is able to open several participation windows to the campus community. Other e-learning options are available through external vendors at significant cost. These programs have not been seriously explored due to cost and current budget concerns. Additionally, we do not have the expertise or resources to devote to e-learning development in-house.

August 2009 Update:

HR sponsored more than 4,440 participant hours of training during FY 08-09 which does not include more than 750 hours of information sessions conducted to introduce the Classified Furlough Program. This represents a significant increase over FY 07-08 participant hours.

As noted above, HR currently has two (2) on-line training options available for use by the campus population. Approximately 245 individuals took advantage of the "Recognizing and Preventing Sexual Harassment" Program offered through NewMedia Learning during last fiscal year. The program was well received during the soft roll-out phase and more targeted marketing should be beneficial to enhanced participation during FY 2010.

We have experienced some challenges with the on-line drug and alcohol testing program offered through WebCampus. The current staff members do not have the technical expertise to update and revise the program and have thus relied on assistance from OIT to make changes. In general, the application has been cumbersome.

To that end, communication has been on-going with the State of Nevada to solicit support to offer existing workshops on line. At present, the State is able to provide content for courses to various agencies but the individual agency is responsible to organize content into an on-line format and launch the programs through agency support platforms. We are continuing to explore this option.

It should be noted that RMS has been fairly successful in developing and offering on-line safety programs. This work group has been able to devote one staff member full-time to this endeavor. Human Resources has limited staffing to support an on-line delivery system due to the fact that the two (2) full time staff members assigned to Staff Development are also responsible for complete facilitation of the employee relations function campus-wide. The resources of this function are stretched to the limit.

3. Bring the merit process into closer alignment with the annual review process

Task Force Response: The focus of this suggestion was assumed to be on the current merit and annual reviews processes for faculty, which by code/requirement are separated and not integrated. It was noted that this overall issue would relate to the “Digital Measures” software noted earlier, as if there were some changes to current practices in merit and annual review it would greatly improve the ability to implement the digital measures system and in a much more effective and efficient manner. Since this entire issue was assumed to be under the management/control of Faculty Senate, Elaine Bunker as asked to provide follow-up for the task force so we could discuss options to address this issue.

Task Force Follow-up:

The Task Force recommendation is that an ad hoc committee of representatives from both Faculty Senate and administration needs to be formed by the Provost (in cooperation with the Faculty Senate Executive Committee) in order to investigate current practices and develop a workable model that could be applied across campus. This ad hoc group should be formed as soon as possible, with a final report and recommendations being available no later than March 1, 2009.

Other Items Highlighted by Task Force:

1. **Wireless Data Connectivity on Campus.** There is a strong belief that UNLV is well behind other institutions in this infrastructure issue, and that this has impacts not only on department efficiencies and operations, but student recruitment and expectations. Lori Temple was asked to provide some follow-up on this issue for the task force (and to include coordination with Mike Sauer, who manages the new Sprint wireless contract to determine whether there are or are not feasible campus wireless options with this new contract).

Task Force Follow-up:

A meeting with Mike Sauer about the new Sprint contract indicated that there are some possibilities for using the cell phone antennas that will be installed in campus buildings as part of the cell phone initiative to also support wireless data connectivity in those buildings. There are several questions still to be answered regarding the possibilities. Lori has shared the information with OIT network staff and Mike agreed to provide references for higher education institutions that are using the cell phone antenna technology for wireless data connectivity.

August 2009 Update: The contract with Sprint also allows the university to get credit for the number of university owned handsets. These credits can be used for cellular telephone improvements to support campus infrastructure enhancements. Sprint has installed infrastructure and electronics that provide coverage enhancements for Carlson Education (CEB) and Chemistry (CHE) buildings. Sprint network phones now receive the benefits of increased signal strength and coverage in these two facilities that previously had little or no service from the Sprint network. The in-building coverage enhancements will allow UNLV employees and students the ability to obtain wireless service when other carrier cannot. This will be extremely beneficial for faculties that are not always near a phone but still need to conduct business. Further, these enhancements provide the ability to utilize this infrastructure for computer wireless data access as well which can be realized with very few modifications to the existing system.

Sprint and OIT have entered into discussions to determine the feasibility of Distributed Antennae Systems (DAS) at UNLV for computer wireless data access.

How Our Relationship with Sprint Can Help UNLV to Build Its Infrastructure

General Information

- UNLV gets a certain amount of credit towards installation of this equipment based on the number of cell phones that we have service for.
 - Sprint is looking at including our student purchases in this number as well.
 - UNLV has the option to contract with Sprint to install some of this equipment (like antenna structures mentioned below) as well without waiting until some number of additional cell phones have been purchased

Radio support

- Sprint can help to integrate our existing radios and Nextel phones. These could be used for day to day communication and also during emergencies
 - People who have Radios (either FM, NexTel, others)
 - Facilities
 - Public Safety
 - OIT
 - Thomas and Mac Center
 - Student Life
 - Delivery Services

Wireless Network

- Inside Buildings
 - Antenna structures can be installed within buildings that will enable both cellular phone reception and wireless network support. UNLV would add its computer network wireless equipment to these antenna structures.
 - This type of a solution, using UNLV network equipment connected to the Sprint installed antenna structures, allows security of the wireless solution to be controlled by the UNLV equipment and UNLV Personnel.
 - Currently antenna structures are being installed in Carlson Education Building (CEB) and the Chemistry (CHE) Building.
 - A list of other buildings where this type of infrastructure support is desired could be created and installed either as additional Sprint funding credits become available or as other institutional funding is made available (see general information section above).
- Outside
 - Sprint can install a wireless network solution for the entire campus
 - This is likely to be very costly
 - Short Term

- Individuals can purchase data cards for laptops that will allow EVDO network access
- Users would receive a discounted rate
- This can be done today
- Does not require any expenditure on the part of the university (unless a university user is purchasing a data card)
- Long Term
 - Sprint to be Installing WIMAX (802.15) support in Las Vegas in the next year or so.
 - WIMAX requires additional hardware and is not compatible with the current 802.11 hardware.
 - WIMAX, with the appropriate hardware, supports networking just like 802.11 does and at some point in the future would just as available as digital cellular phone service is today.

Telephone Service

- UNLV is currently working with Sprint to install equipment that will allow Sprint cellular phones to be integrated with the University's landline telephone service. Services from this arrangement include:
 - 5 digit dialing from Sprint phones
 - Single voice mail available for both Sprint phones and Landlines
 - Dialed calls from Sprint phones can utilize the university's Nortel switch and get dial tone from it
 - Allows use of the Nortel Switch for things such as conference calling
 - Allows users to transfer calls between Sprint cellular phones and landlines phones and back

