

KEY INITIATIVE: PHYSICAL ASSETS

For typically working behind the scenes, it's impossible to walk around a Penn State campus without seeing lot of what Finance & Business's Physical Assets Key Initiative is all about.

From the 26.5-million square feet of buildings, to the 22,000 acres of land (and growing) that the University

oversees, the initiative team is in charge of getting the most out of Penn State's physical assets. The team is committed to efficiency. This includes keeping operating and maintenance costs at a minimum, managing capital investments in facilities, and supporting the University's mission through providing top-quality facilities.



For being such a large assignment, the key initiative team is fairly small. Made up of seven members, Associate Vice President for Physical Plant and Key Initiative Manager Ford Stryker said that each member is dedicated to their own piece of the physical assets puzzle.

"Each area has its own manager (or managers) responsible for it," Stryker said. "That's what makes it work. It's very decentralized."

As a whole, the initiative is broken down into Facilities Information Systems and

The F&B Physical Assets Key Initiative Team focuses on getting the most efficient use out of the University's resources.

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BE READY, BE SET, BE PREPARED: EMERGENCY MANAGEMENT PLANNING IS THE KEY TO BEING READY FOR ANYTHING

If a tornado was heading toward your house, what would you save first? Do you have a plan for evacuation? How would you react?

These are the types of questions that Assistant Director of University Police Cliff Lutz and Emergency Management Coordinator Steve Abrams ask themselves every day. The difference is that they plan for 42,000 people – a much greater scale.

"We have multiple methods to respond to problems," Lutz said. "It's important to have a response plan for any critical incident that might come this way."

In 1988, the Centre Region Council of Governments (COG) wanted to develop its own emergency plan. Penn State already had one, so the two decided to collaborate on developing a complimentary plan for both.

"We all have the same resources," Lutz said. "We share the same hospital and fire department. We might as well manage them together, not compete for them."



Having strong avenues of communication is imperative when developing an emergency plan, especially for a university of Penn State's size.

It wasn't until 2003 when both Penn State and the Centre Region COG agreed to formulate a more robust program. They hired a full-time emergency planner, Abrams, and under Senior Vice President of Finance and Business/Treasurer Gary Schultz, improved its operational and business recovery plans.

"Penn State realized that emergency planning is something we have to put into action now," Abrams said. "The luxury of time is something we don't have (during a disaster). There needs to be a plan."

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AS I SEE IT...

GARY C. SCHULTZ

SENIOR VICE PRESIDENT FOR FINANCE & BUSINESS/TREASURER



Last month I wrote about risk and the importance of planning. This month, that importance is exemplified again by two F&B programs that successfully demonstrate the necessity of planning for the future. Being prepared is more than half the battle in the war against disaster. F&B is ready, but we need to continue to adapt and learn in order to strengthen our preparedness.

F&B's Physical Assets Key Initiative develops efficient uses of University facilities. The initiative team's ability to plan and create resourceful practices benefits the future of our colleges, units, offices, and employees.

Steve Abrams and Emergency Management Planning raise our defenses against catastrophe by improving our emergency plans, communication, and policies. Focusing on emergency management has introduced several modes of communication that we can all access easily and quickly. This makes us better prepared and ultimately safer.

The value of planning can also be seen in the way OPP approaches snow removal. Keeping in touch with what may lie ahead is the ultimate defense in combating a storm, whether it is three inches of snowfall or a major catastrophe.

Happy spring and enjoy the rest of the semester.

EMERGENCY PLANNING

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Lutz said that every unit in F&B is in charge of creating its own emergency plan and training its people on what to do. Currently, academic departments are learning how to develop their own emergency plans. Soon, Lutz said, all University offices will be educated in emergency prepared-

*"You can't always call 911 for help, because 911 might be under water. You need to be ready for anything."
- Cliff Lutz*

ness. The awareness will benefit both the people of the University and its ability to preserve its mission.

"It can be very complex prioritizing the types of research that needs to be protected," he said. "Electricity is our greatest vulnerability. OPP (Office of Physical Plant) has developed brilliant ways to backup our electricity."

As an example, Lutz said that there might be ancient Antarctic ice core samples in freezers on campus and also rare specimens sitting in Petri dishes. Departments need to know what needs to be saved first before both precious materials are lost because of an outage.

"We have thousands of valuable items located all over campus," Schultz said. "They might be rare texts, artifacts, or specimens. Research is a very important part of the University's mission. Having a plan to protect what's irreplaceable is imperative." ▶ CONTINUED ON PG. 5

SELF PLANNING

Planning for a University that teaches and employees nearly 50,000 people and attracts over 100,000 visitors on autumn weekends is a task for specialists, but Emergency Management Coordinator Steve Abrams suggests that every one should have individual emergency plans too.

"There's a reason that stewardesses tell you to put your mask on before helping others," he said. "You need to take care of number one first."

Abrams added that his office and University Police have packets, brochures, and other information on personal and family emergency preparedness. Information includes making emergency kits and plans, as well as protecting and prioritizing important paperwork and possessions.

"None of it's very difficult," he said. "Awareness can help your family be ready,"

Visit www.psu.edu/dept/police or contact Abrams at sja10@psu.edu for information on improving your readiness and personal safety. Also, visit www.ready.gov for great resources on preparedness and planning during emergencies.

KEY INITIATIVE: PHYSICAL ASSETS

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capital planning, integrated capital planning and capital renewal, energy planning, warehousing study, and open space master planning.

Introduced in the last F&B strategic plan in 2003, the key initiative team has pieced together a substantial plan to improve and better focus its areas. By maintaining an ordered system to keep track of assets and creating capable goals for the future, the team can provide cost-effective facilities, space, and energy use.

“It’s interesting when you realize how important maintaining efficient physical assets is to F&B, and the University,” Senior Vice President of Finance and Business/Treasurer Gary Schultz said. “If you don’t take these things into account, you’re missing out on a huge opportunity to provide better surroundings for people, and also save some money.”

An ongoing program within the key initiative is the expansion and organization of the Facilities Information System. The system is a complete online assessment of University facilities. The program provides not only graphical campus maps and building information, but also individual room specs and floor plans for all University buildings – including the commonwealth campuses.

“This helps us determine space utilization,” Stryker said. “Through this system we are able to provide information to colleges to help them decide who gets what space by identifying space use and the amount of research generated by assigned area.”

It also covers the condition and use of each building, as well as items that range from the placement and condition of gas lines to on-campus tennis courts. The key initiative team’s future goals are to improve the convenience of the system by making reports more useful and working with college leaders to learn about what they expect. Another issue of interest that Physical Assets works on is its Open Space Master Plan. A project that involves the construction of new buildings and facilities, which in turn creates another big issue – parking.

“We always have to look at football parking and general parking, along with recreational space and academic growth,” Stryker said. “The two go hand-in-hand.”

It may seem like the University has endless land to work with, but Stryker said that’s not the case, and deciding where and when to build takes a lot of planning. Factors including finances, need, timing, and space need to be considered.

Present challenges include trying to find a new location for the University Dairy Complex. Stryker said sites near the airport are being evaluated. Also, planning to find enough football parking for 2008 will be a big challenge with the construction of the arboretum.

“Many people don’t realize the amount of difficulty it takes to expand and maintain physical assets at a University this large,” Schultz said. “Luckily we have a talented and dedicated group on the job.”

Physical assets represent a significant investment for Penn State. With its 24 campuses, millions of square feet of building spaces, and thousands of acres of land, the University has a lot to take care of. That is why it’s important to continue the initiative’s work toward being as efficient as possible.

“Credit ought to go to the people working in the specific areas on the team,” Stryker said. “It’s because of them we’ve made significant headway in each area.” -F&B

PHYSICAL ASSETS KEY INITIATIVE TEAM

Ford Stryker
Key Initiative Manager

Dave Breon
*Facilities Resource Management,
Office of Physical Plant*

Deb Blythe
*Facilities Resource Management,
Office of Physical Plant*

Steve Maruszewski
Office of Physical Plant

Rob Cooper
*Energy and Engineering,
Office of Physical Plant*

Ian Salada
*Engineering Services,
Office of Physical Plant*

Gordon Turow
*Campus Planning and Design,
Office of Physical Plant*

KEY INITIATIVE VISION

The Physical Assets initiative strives to optimize the use of the University’s physical assets with three principal aims: reducing operating and maintenance costs, reducing capital investments in facilities, and providing optimal physical facilities in support of the University’s missions.

A WINTER TO REMEMBER:

A STRING OF NASTY SNOW AND ICE STORMS KEPT PHYSICAL PLANT WORKERS BUSY THIS WINTER SEASON

With the cold winter days shifting into longer, warmer spring days, Snow Marshall Lloyd Rhoades looks back at the 07-08 winter with a proud sigh of relief that it's almost over.

"It was a very difficult year," he said. "Probably the hardest winter in five to six years."

The difficulty wasn't caused by a monster blizzard, instead it was an army of little storms that stretched from the three inches of snow that fell on November 18 to the four inches on March 21. Thirteen storms dropped over two inches each during that span, and in addition to snowstorms, nasty sleet and freezing rain furthered complications.

"It seemed like we were getting two to three inches over and over again," Rhoades said. "Plus, there was a very long stint of cold weather in February, which made it too cold for the salt to be effective on the sidewalks."

Despite the season's high difficulty rating, both Rhoades and Vice President for Finance and Business Al Horvath said that the committed employees of Office of Physical Plant (OPP) did a tremendous job in keeping roads, parking lots, and sidewalks safe.

*"The OPP workers did a fantastic job. People need to realize the amount of work these people put into their jobs to make sure everyone travels safely."
-Al Horvath*

"The OPP workers did a fantastic job," Horvath said. "People need to realize the amount of work these people put into their jobs to make sure everyone travels safely."

Many people don't understand the size of the project when there is a snowstorm. It takes eight hours to clear all of the University Park parking lots and four hours to clear a first swath on the walkways. Plus, plow drivers generally need to wait until at least two inches have fallen to begin plowing. Rhoades mentioned one instance where the team had been out plowing and shoveling until 5:00 a.m. The snow team decided there

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CONTROLLER'S OFFICE ADDS THREE NEW MEMBERS TO ITS TEAM

The Office of the Corporate Controller is welcoming three new members to its staff.

The trio of new talent began their careers at Penn State this year and bring with them notable experiences, both locally and from around the country. The office's Human Resources Aide Anita Heichel said office reorganization last year opened up the three vacancies.

Richard Killian was hired as a manager of Research Accounting on January 2. He joins Penn State from the Centre County Controller's Office, where he worked as the deputy controller.

A payroll manager at North Carolina State University, Ray Burke was hired on February 4, and retains the same title at his new position in the Controller's Office.

Also hired on February 4, Victoria Doksa brings her experience as director of Finance of Community Nurses, Inc. in St. Mary's, Pa. to the office as manager of Financial Reporting.

"After going through a significant transition period in 2007 with numerous retirements of key employees, the Controller's Office launched extensive searches to



Richard Killian (left), Raymond Burke, and Victoria Doksa are three new hires for the Corporate Controller's Office this year.

add some quality depth to our management ranks," Corporate Controller Joe Doncsecz said. "We are very pleased with the results of those searches and excited to welcome all three of these talented individuals aboard, along with the potential for new ideas and energy they bring to their respective offices."

Finance and Business welcomes the new members of the Controller's Office to the Penn State family and hopes their time here is educational, valuable, and enjoyable. -F&B

WINTER TO REMEMBER

CONTINUED FROM PG 4

would be no need for a delay. However, at 6:15 a.m., the snow turned to freezing rain and created a heavy coating of ice on the pavement.

“People are usually on route to the campus by then, so you can’t cancel” Rhoades said. “At that point we’ll do what we can do, but people need to take responsibility for themselves and use their own judgment for their personal safety when traveling.”

With those cold dilemmas becoming a memory, Rhoades said he is glad that the winter is over and is overall very pleased with how OPP handled the challenging season.

“I am absolutely looking forward to warm weather and not worrying about snow,” he said.

“Although,” Rhoades added with a giggle, “we’ve already begun planning for next winter.” -F&B



With snowy days behind us, the OPP snow team can look back at a difficult, but successful winter season.

WINTER TOTALS (In inches)

2007-08	46
2006-07	39
2005-06	29
2004-05	42
2003-04	74
2002-03	84

2007-08 CLOSINGS & DELAYS

Closings	0
Delays	1

EMERGENCY PLANNING

CONTINUED FROM PG. 2.

An invaluable commodity during a disaster is stable communication. Lutz said the University has crafted several avenues of communication, both to communicate with people on and off campus.

Message systems to the Penn State community include PSUTXT, which texts messages to cell phones; Penn State LIVE, which sends messages through e-mail and posts them on its Web site; and through the television cable system.

“We have externally partnered with Michigan State (University) to run our Web-based operations if we are unable to during a disaster,” he said. “We would need to get the message out.”

Whether it’s a fire, flood, power outage, or act of terrorism, Lutz said the University can’t only plan for the big one, it must have an all-hazards plan to respond properly.

“It’s never finished,” Abrams said. “It’s like firefighters fighting a burning house, not every fire is identical. We must keep upgrading and improving our plans, because it’s easier to plan today rather than when the house is burning down.”

A large part of being prepared is identifying risks. Helping to discover potential risks are the Risk Management Office and the Enterprise Risk Management (ERM) Key Initiative, headed by University Risk Officer Gary Langsdale. Although ERM covers financial risks too, it also detects hazardous and catastrophic risks as well.

“We have identified 30 people as our Emergency Management Group,” Lutz said. “They are the people that make sure Penn State works every day.”

Lutz added that the Emergency Management Core Group is led by Schultz, and consists of eight people. This is a part of the National Incident Management System and it’s how people must respond to an emergency.

“Just like a fire plan, everyone should have a disaster plan,” Lutz said. “You can’t always call 911 for help, because 911 might be under water. You need to be ready for anything.” -F&B



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2008-2013 F&B STRATEGIC PLAN UPDATE

It's time for F&B to develop a new strategic plan and lay down the foundation for the next five years.

Each new plan aims to enhance the organization's direction and overall vision, and also craft a strategy to achieve its goals within the next five years. It is designed to provide insight into F&B's priorities and values for employees and our customers.

F&B strategic plans include framework information such as the organization's vision, values, and mission. It also defines goals and future plans for both F&B and its key initiatives. There is also resources and budget information.

The 2008 rendition of the strategic plan is currently in the works with a different approach to its development by focusing on employee collaboration. With Vice President of Finance and Business Al Horvath leading the way, unit input is a top priority in creating F&B's framework.

"We're trying to find better ways to collect employee input," Horvath said. "It's a challenge with nearly 2,700 employees, but I'm committed to providing them with a voice, as

well as delivering the information back to them when it's complete."

Review and
comment on the
Draft of the
F&B Strategic Plan
Framework at
www.fandb.psu.

F&B leaders held several meetings to create new ways to introduce the F&B plan of the next five years to employees. On March 3, nearly 250 executives, directors, and managers met at the Penn Stater Conference Center Hotel to discuss changes to the

F&B framework and to reevaluate its key initiatives.

"The March 3 retreat was very successful," Horvath said. "We received valuable feedback and it was useful to get an idea of how much interest employees have in where we are going in F&B."

Future plans involve using the retreat's feedback to further polish the plan's framework, and also reassess the efficiency and successes of the key initiatives.

The F&B Spring Retreat on April 23 will feature a plan progress update and collect any more comments for the plan's development. A final draft is scheduled to be complete early this summer. -F&B