



Operations
University of Missouri

DIVISION OVERVIEW

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INTRODUCTION

Serving as both vice chancellor for Operations and interim vice chancellor for Student Affairs has been a rewarding challenge. Much of my time has been focused on Student Affairs, and I could not have been successful in both roles had I not had the Operations leadership team that I do. They are professional and 100 percent committed to Mizzou's success. I cannot thank them enough for their dedication to furthering the academic mission by contributing to research projects, sharing their expertise in the classroom and always being good stewards of the university's resources.

Though Operations typically works behind the scenes, we have received recognition for Mizzou from the U.S. Green Building Council, Association for the Advancement of Sustainability in Higher Education, the U.S. Department of Energy, the Arbor Day Foundation and the Radio, Television and Digital News Association, among others. Operations staff also partner with CAFNR, Engineering and other faculty to provide research opportunities; and we offer real-life experiences for students through employment, AdZou capstone projects and expert interviews for class projects as well as School of Journalism media and on-campus media.

At the beginning of fiscal year 2019, Campus Dining Services, Missouri Student Unions and University Stores transitioned to Operations since their functions closely align with other auxiliary services. Already, we have been able to combine Student Affairs facilities staff with Facility Operations, and University Club and Catering now reports to Campus Dining Services. Missouri Student Unions staff has streamlined reservations across the division. By eliminating duplication of effort and establishing continuity of service, we have saved Mizzou \$4.5 million annually.

Operations continues to focus on stewardship through its space utilization study, master planning, maintenance and building projects, as well as sustainability and conservation efforts. We are also working to streamline campus closures in order to keep students, faculty and staff safe when hazardous weather or other emergencies affect campus.

I'm proud of all we have accomplished and look forward to what the future holds. I welcome your suggestions or questions at wardga@missouri.edu.

Gary L. Ward
MU Vice Chancellor for Operations
and Chief Operating Officer

Division of Operations

Gary L. Ward

Vice Chancellor for Operations, Chief Operating Officer

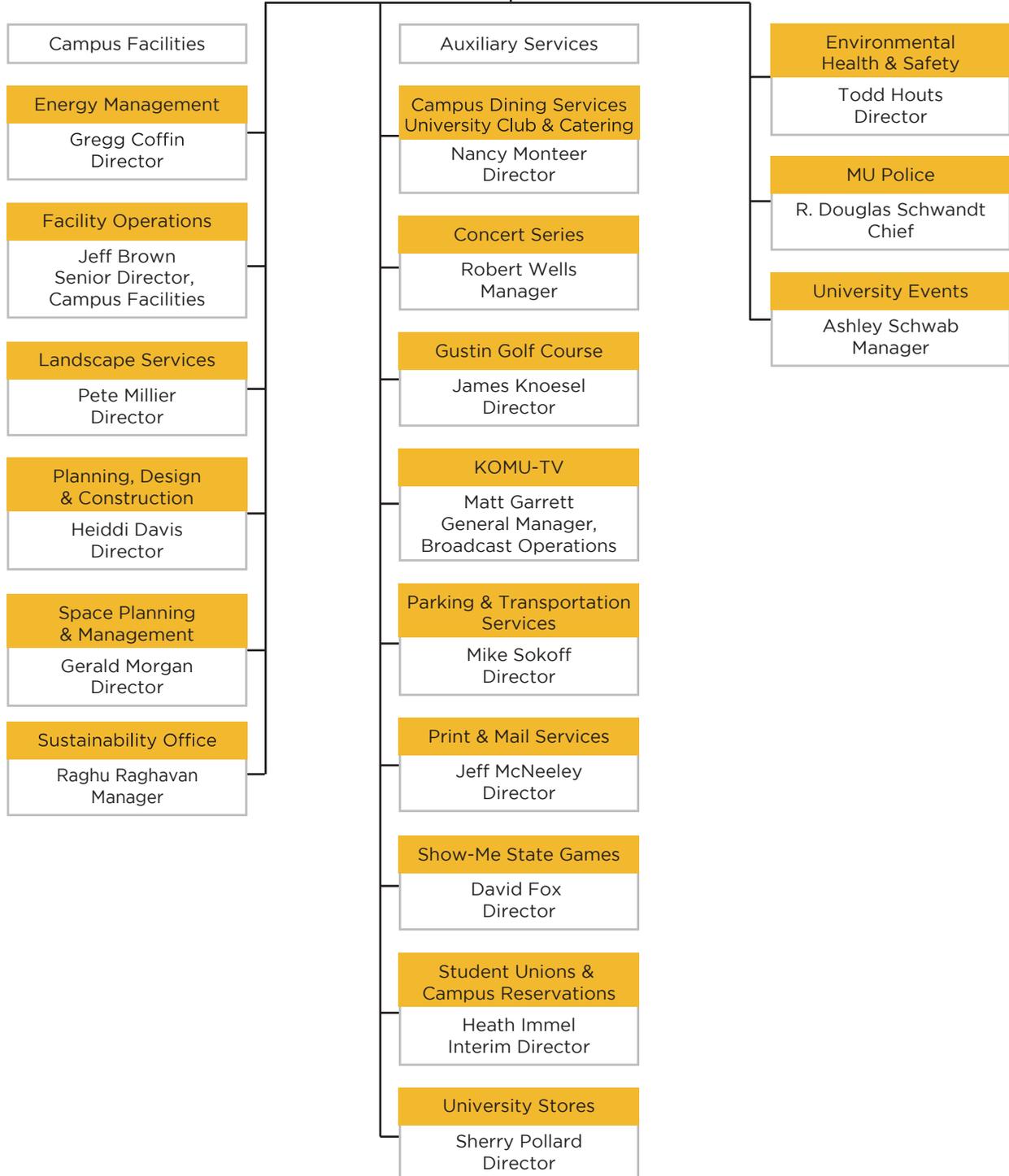
Administration

John Haynes
Senior Finance Director

Nicole Beaumonte
Senior Executive Assistant

Communications

Karlan Seville
Communications Manager



COLLABORATIONS

CAFNR:

- Repurposing the Woodland & Floral Garden along with Plant Sciences and School of Natural Resources to meet teaching and research needs.
- School of Natural Resources' Francisco Aguilar's USDA-funded research on the categorization and economic impacts of bio-power.
- Strategizing the removal of invasive plant species from campus to launch a statewide educational effort.

College of Engineering:

- Jian Lin's DOE-funded research on the application of robotics to conduct routine maintenance and testing of shell and tube heat exchangers.
- Training new energy engineers with the Midwest DOE Industrial Assessment Center.
- Bill Jacoby's research to apply high-pressure density-driven separation technology in the capture of carbon emissions.
- DOE-funded research with ECHOGEN to demonstrate an advanced supercritical carbon dioxide pilot facility.
- Studying use of thermal imaging scans to detect moisture infiltration on masonry exteriors.

School of Journalism:

- AdZou capstone project on recycling outreach and education program in fall 2018.
- AdZou capstone project on increasing the awareness of the Sustainability Office in spring 2019.

Student Affairs:

- MUPD placed a substation at the Mizzou Student Center to increase opportunities for students and officers to engage in a non-enforcement setting.
- Parking & Transportation new Donations for Citations program allows students, faculty and staff to donate 10 non-perishable items to Tiger Pantry to waive up to three common citations each year.
- Parking & Transportation worked with Residential Life to assign returning students parking once housing contracts were signed. This program will expand to incoming students enrolling for Summer or Fall 2019.

Missouri Department of Conservation:

- Received TRIM grants to remove and replace ash trees; the emerald ash borer beetle is making its way north to Boone County and will infect and kill the 200+ ash trees on campus.

MUPD works with City of Columbia Police to ensure a safe and healthy environment in Greek Town.

The division has been Columbia Public Schools Partner in Education for 30 years.

OPERATIONS ADMINISTRATION

Provides fiscal, human resources, training and information technical services in support of departments within the Division of Operations. Oversees administration of Staff Advisory Council.

- Provides quality, minimum-cost administrative support for Operations 19 departments and 1,513 full-time staff.
- Worked with department directors to navigate a 12 percent general revenue reduction; recharge and auxiliary departments were able to complete FY18 with better than expected fiscal results.
- IT implemented campuswide web-based Business Services Contract Management system which will expand to UM System and all four campuses in FY19.
- Transitioned Missouri Unions facilities management, Campus Dining Services and University Stores from Student Affairs, saving \$4.5 million by eliminating duplication of effort and establishing continuity of service.
- Operations realized a \$3.6 million reduction in staff payroll due to reorganization and retirements in FY18.

CAMPUS DINING SERVICES

Campus Dining Services operates 30 locations, which include residential dining facilities, restaurants, convenience stores, and University Club and Catering. The department moved under the Division of Operations upon the recommendation of Keeling & Associates in Fall 2018.

- Served 2,369,156 meals.
- A recently completed study by Envision Strategies found that Mizzou should not outsource Mizzou's Campus Dining program as it would negatively impact the quality of our program.
- Developed additional dining plans to allow for more flexibility, lower-priced options and plans for students staying over breaks.
- Reduced the most commonly chosen dining rate by 3.5 percent, lowering the cost of education by \$350.
- Eliminated dining plan requirement for returning students in residence halls.
- Participated in the Mizzou Made employment program, allowing students to work in CDS for a reduced or waived housing fee.
- Awarded \$10,500 in scholarships to Campus Dining Services student employees.

ENERGY MANAGEMENT

Provides MU with highly reliable, cost-efficient and sustainable energy services.

- 40% of MU energy now comes from biomass, solar and wind.
- MU ranks fifth among EPA Green Power Partners in On-Site Green Electricity Generation behind Apple, Walmart, the State of California and University of California system campuses.
- Mizzou reduced its climate impact by 51% since 2008, with a goal of reaching carbon neutrality by 2050.

Recognition:

- 2017 International District Energy Association System of the year (only university to be chosen twice; also 2004)
- 2017 EPA Green Power Partnership Renewable Energy Award
- 2018 City of Columbia Mayor's Climate Protection Award



FACILITY OPERATIONS

Provides maintenance, repair and custodial services, capital planning, capital improvements, solid waste and recycling, and construction services in support of the MU academic mission.

- Responded to nearly 64,000 work orders in FY18.
- Mizzou Stewardship Model has eliminated \$56.75 million in deferred maintenance by renovating Tate, Switzler, Gwynn, Lafferre, Swallow and Stewart halls.
- Installed “secure in place” locks on all centrally scheduled classroom doors and is inventorying class labs and departmental classrooms to determine additional needs.

LANDSCAPE SERVICES & MIZZOU BOTANIC GARDEN

Maintains the developed landscape of the campus and leads the response to winter weather events. Mizzou Botanic Garden serves as a public resource providing educational opportunities through the collections, display, interpretation and conservation of plants suited to central Missouri.

- Mizzou’s 735-acre campus garden includes seven special plant collections, 13 thematic gardens and three tree trails.
- First signatory of the “pledge to stop the spread of invasive plant species” of the Missouri Plant Task Force.
- Celebrating its 20th year as a botanic garden in 2019.

Recognition:

- Tree Campus USA
- Bee Campus USA



MISSOURI STUDENT UNIONS & CAMPUS RESERVATIONS

As the center of the campus community, the Missouri Student Unions enhance the Mizzou student experience by creating an innovative, dynamic and inclusive learning environment through quality facilities, programs and services. The Unions include both the Memorial Student Union and the MU Student Center. There is over 360,000 square feet of space in the buildings, which includes 30 meeting rooms and five group study rooms for our students.

- Hosted 2.5 million guests in the MU Student Center and 900,000 in Memorial Union.
- Booked and supported over 16,000 events in the two buildings.
- Checked out over 20,000 laptops and 2,000 bicycles.
- Grew the Entrepreneurial Program to three student businesses while creating a collaborative space to support their businesses' endeavors.
- Completed the Disability Center expansion, more than doubling their testing spaces.
- Expanded the Mizzou Pharmacy space.
- Finished the A.P. Green Chapel repairs including the roof, capstones, cobblestone and interior.

PLANNING, DESIGN & CONSTRUCTION

Provides services to improve the built environment in support of MU's institutional mission and vision. Services include engagement in master plan development and project ideation, direction of design phase services, and management of all efforts in construction of new structures, renovation and repair projects and infrastructure development.

- \$109.5 million in FY18 projects had an economic impact of \$241 million and more than \$75 million earnings across an approximate 1,909 jobs generated.

Recognition:

- Four MU buildings completed the LEED certification process in FY18, bringing the total to 10 official LEED designations.
 - Platinum student housing facilities: Johnston and Wolpers Halls (renovation)
 - Platinum academic building: Patient-Centered Care Learning Center (new construction)
 - Gold student housing facility: Gateway Hall (new construction)
 - Gold athletic facility: Mizzou Softball Stadium (new construction), first Gold certified athletic venue in the SEC!

SPACE PLANNING & MANAGEMENT

Negotiates space assignments and reassignments with deans, directors and administration; provides quality space solutions through space utilization and programming studies. Oversees the annual space-use inventory process, maintains/updates/archives MU building record documents and produces the official MU campus map.

- Surveyed and/or evaluated 1.3 million gross square feet of campus space for improved efficiency in FY18.

SUSTAINABILITY OFFICE

Documents sustainability-related operations, education, research, activities and planning across campus. Administers MU Bike Share, Bike Resource Center, Campus Farmers Market, and Tiger Tailgate Recycling.

Recognition:

- Mizzou is one of 112 Gold STARS (Sustainability Tracking, Assessment and Rating System) colleges and universities, a program of the Association for the Advancement of Sustainability in Higher Education
- Mizzou is also listed in the Princeton Review's Guide to 399 Green Colleges in 2018
- Mizzou is ranked 43 on the Sierra magazine's Cool Schools list



ENVIRONMENTAL HEALTH & SAFETY (EHS)

Partners with the campus community to protect human health and the environment; provides training and online information in support of the academic mission.

- Working to maintain accurate worker lists in EHS permitted spaces and gathers broad baseline data on hazardous material inventory and physical space safety assessments.
- Through its chemical and lab equipment redistribution program, EHS saved the campus \$173,000 in FY18.
- Launched EHS Assistant, an interactive service portal, replacing a paper-based system with electronic processes.

GUSTIN GOLF COURSE

This 18-hole facility is located west of Mizzou's football practice facility and University Hall and averages 25,000 rounds of golf each year. Includes a putting green, driving range, short game area, snack bar and golf shop.

- Hosts more than 25 large charity tournaments and other events involving students, faculty, staff and alumni.
- First university golf course to be awarded Cooperative Sanctuary by Audubon International and continues to maintain status more than 20 years later.
- Has one of the largest Eastern Bluebird habitats in the country and has been recognized for honeybee and monarch butterfly conservation efforts.

Recognition:

- 2019 Mayors Climate Protection Agreement Award for Environmental Stewardship

KOMU 8 & MIDMO CW

KOMU 8 is the only network-affiliated, commercially operated television station whose newsroom serves as an academic lab for the School of Journalism.

- KOMU 8 airs 31 hours of news per week (27.5 hours on KOMU 8 and 3.5 hours on Mid Missouri's CW.).
- KOMU self funds station operations and investments in broadcast technology.
- Recognized as a leader in the community by serving as the television sponsor for Show Me State Games, T/F Film Festival, City of Columbia's Fire in the Sky and Family Fun Fests, Mizzou Homecoming, Ronald McDonald House Red Shoe Gala, Job Point's Awards of Excellence, Columbia Public Schools Foundation Hall of Leaders and more.

Recognition:

- Won a national Edward R. Murrow Award for best local website for the second year in a row

SHOW-ME STATE GAMES

A non-profit program of the Governor's Council on Fitness & Health, hosted by MU, SMSG is the largest State Games in the nation.

- Of the 114 counties in Missouri, 112 counties were represented in the 2017 games.
- Direct economic impact of \$10.2 million, with an extended economic impact of \$19.4 million.
- In 2018, hosted MoNasp (Missouri National Archery in Schools Program) archery tournament and introduced a new Spring Slam volleyball tournament.
- In 2019, celebrates the 35th anniversary of the Show-Me State Games and the 25th anniversary of the Missouri Senior State Games.

PARKING & TRANSPORTATION

Manages permitted, metered and visitor parking in seven parking structures and nearly 75 surface lots. Maintains contracts with Tiger Line shuttle service and Tiger Towing.

- Master plan focuses on reducing single-occupancy vehicles through promoting carpooling, bike share, ride share, etc.
- Rates have not increased in more than 20 years.

PRINT & MAIL SERVICES

Has provided the university with high quality and time-sensitive printing and mailing since 1934.

- Prints more than 1,000 jobs per month.
- Mails more than 1 million letters and parcels annually.
- Works closely with the Joint Office of Strategic Communications & Marketing to protect and align with established brand standards.

UNIVERSITY CONCERT SERIES

Brings more than 30 performances by international, regional and local artists to the University of Missouri each year through the Concert Series annual season. Supports MU students and departments in their programming needs at Jesse Auditorium and Missouri Theatre. Provides venues for local events and internationally renowned festivals.

- Hosted more than 800 events at Missouri Theatre and Jesse Auditorium in FY 2018.
- Technical Event Services is scheduled to work events across campus and the Columbia community.
- The Missouri Theatre and Mizzou Student Center box offices sell tickets to events throughout the community.

UNIVERSITY EVENTS

Produces chancellor-hosted events and provides consultation for reputable campus events and questions on protocol.

- Produced 70 events attended by 13,000 students, faculty, staff, alumni, donors, elected officials and community leaders.

UNIVERSITY OF MISSOURI STORES

Supports the University of Missouri System's mission to facilitate lifelong learning by its students and Missouri's citizens. Our financial resources remain with the UM System to support student services, programs and facilities.

- University of Missouri Stores manages bookstore operations for all four UM System campuses.
- As part of the University President's affordability initiative, we were able to accomplish the following key metrics:
 - Negotiated a program with Cengage to deliver a first-of-its-kind partnership to reduce the cost of course materials by over \$1 million.
 - Reduced the average selling price of course materials by -23.3% in two years.
 - Since 2014, course material savings for students have totaled \$6,927,977 for all campuses.
- Collaborated with Campus Facilities to begin a Residence Hall course material delivery service, delivering over 4,000 in the past year.
- In spite of changing business models, efficiency metrics have maintained the same rates over the last five years:
 - Personnel Ratio 12.2%
 - Operating Expenses Ratio 21.3%
 - Note: Of the top 22 campus stores in the country, we are the only operation to maintain these expenses at this level

UNIVERSITY OF MISSOURI POLICE

Provides full-service law enforcement to our university community and strives to ensure a peaceful quality of life in support of a safe learning, living and work environment.

- Accredited through both CALEA (Commission for the Accreditation of Law Enforcement Agencies) and IACLEA (International Association of Campus Law Enforcement Administrators).