

SYRACUSE UNIVERSITY
DIVISION OF CAMPUS SAFETY AND EMERGENCY SERVICES



Fiscal Years 2018 - 2020
Strategic Plan and Goals

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The Division of Campus Safety and Emergency Services (DCSES) draws together all functional areas that have a primary focus on community safety, crisis and emergency response, risk management, compliance with safety and security regulations, and campus law enforcement. The division affords safe transportation, a proactive response to campus and off-campus personal safety issues, crime prevention, risk management, and emergency preparedness, response and communication.

Departments/areas within DCSES include Administrative and Technical Services, the Department of Public Safety (DPS), Risk Management and Regulatory Compliance (RMRC), Parking & Transit Services (PTS), Environmental Health & Safety Services (EHSS), and Global Safety & Support (GSS).

DCSES Mission and Vision

The mission of the Division of Campus Safety and Emergency Services is for our team of diverse, caring, and collaborative professionals to support the University community by enhancing safety, security, efficient transit of constituents, and by leading the identification and mitigation of risk.

The vision of the Division is to provide high-quality services to the campus community that are collaborative, consistent, accountable, flexible, and that take full advantage of the synergy gained by a unified organization. We will accomplish this by:

- collaborating with campus partners;
- enhancing the efficacy and efficiency of our practice areas with particular attention to leveraging the advantages of a unified organization ;
- communicating more often, more transparently, and at a higher quality with the University community,
- utilizing resources in a fiscally responsible manner;
- engaging in ongoing planning in response to evolving challenges;
- and by being active citizens of the campus community.

Collectively, our customers include students, student's families, faculty, staff and visitors. We strive to:

- Provide ongoing avenues of communication to keep the campus community informed of our programs and services;
- Influence and encourage safe behaviors to help community members identify, understand and implement best practices for creating a healthy and safe environment that is compliant with applicable federal, state, and local regulations;
- Promote safe, timely, and comfortable transit between University facilities;
- Accommodate requests for special events, lectures, and seminars to support the academic mission;
- Provide environmental health and safety information to the University community, and administer programs which promote regulatory compliance;
- Protect the University's human, intellectual, physical and financial assets and resources;

- Promote a risk-conscious climate in a manner consistent with the mission and vision of the University;
- Provide support for international travel safety, workplace safety, personal property insurance, and premise liability reduction;
- Provide accessible information and communication for parents/visitors, particularly during a campus-wide crisis or an incident that affects their student(s);
- Provide emergency and business continuity planning, exercises, response and recovery;
- Provide University-wide video security systems and building electronic access controls including managing exterior door locking schedules.

DCSES divisional goal objectives for FY2018 are:

- Improve operational knowledge and increase business continuity for succession planning.
- Develop employees to assume greater leadership responsibility.
- Collaborate internally within DCSES to provide cross unit support toward each DCSES unit's goals.
- Champion global diversity and inclusion by consistently promoting collaboration, participation, and partnerships with people of all backgrounds, cultures, genders, sexual orientations, races, faiths, disabilities, ages, and income backgrounds.
- Improve employee recruitment and retention efforts with a strong foundation of diversity and inclusion practices.



**Syracuse University
Administrative and Technical Services**

Administrative and Technical Services goal objectives for FY2018 are:

- Review the feasibility of implementing a comprehensive electronic access control system for the University. (Year 1 of 2)
- Develop phased implementation plan when directed by the SVP/CFO. (Year 1 of 2)
- Increase efficiency in time and attendance system that coincides with University payroll system(s).
- Create an environment of “one-stop shopping” for students, staff and faculty by assessing existing communications processes, walk-up services, and web page services for the division. (Year 1 of 2)
- Continue to research Body Worn Cameras (BWC) and other safety technologies for the division; administer BWC grant award.
- Identify technical services support deficiencies/efficiencies for departments within division and Reorganize Technical Services area to enhance support for the division.
- Create efficiencies with divisional departments’ paper and electronic file systems by electronically centralizing key information; utilize available OnBase technology and work with ITS to develop system.

Administrative and Technical Services goal objectives for FY2019 are:

- Replace the current access control system with a unified video access control system. (Year 2 of 2)
- Update and unify parking gate arm technologies.
- Reevaluate if LiveSafe is the best option as a mobile duress application.
- Create an environment of “one-stop-shopping” for students, faculty, and staff. (Year 2 of 2)

Administrative and Technical Services goal objectives for FY2020 are:

- Produce an annual report outlining operational statistics, points of interest, success stories.
- Illustrate to department directors what areas are operating efficiently or may need additional resources.
- Keep current on changing social media platforms and the needs of students.
- Increase student assistance with managing social media.

Administrative and Technical Services Mission Statement

The mission of the DCSES Administrative and Technical Services is to leverage the administrative and technical functional areas within the division that primarily focus on community safety, crisis and emergency response, risk management, compliance with safety and security regulations, investigations, and campus law enforcement, and support those departments administratively, in order to promote a safe and secure campus environment to the University community that is conducive to education, research, life, and work.

Administrative and Technical Services Values and Services

Values

Respect
Diversity and Inclusion
Open Communication
Professionalism

Integrity
Precision/Attention to Detail
Efficiency

Description of Services

The Division of Campus Safety and Emergency Services Administrative and Technical Services supports the divisional departments in order to promote a positive experience for the University community and student interests related to safe transportation, proactive response to campus and off-campus personal safety issues, crime prevention, and emergency preparedness, response and communication.

Services provided by DCSES Administrative and Technical Services include:

- Oversight and support of administrative, payroll, clerical, technical areas;
- Budget development;
- Public media relations

Current State of DCSES Administrative and Technical Services

The following is an analysis of DCSES Administrative and Technical Services' strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- Transparency
- Open Communication
- Professionalism
- Technical and system knowledge
- Respect
- Influence

Weaknesses

- Space/location: building age, need of repair/renovations to create space
- Knowledge for business continuity, work backup
- Branding confusion DCSSES and DPS

Opportunities:

- Collaboration and systematically learn others' work for business continuity purposes
- Growth of DCSSES brand and reporting departments' identities

Threats

- Backup systems, specifically technology
- Funding availability
- Health related matters (mental health, disability, sick, etc.)
- National & world events that inspire fear and negative perceptions of safety

Status Report on FY2017 Administrative and Technical Services Goals

- Revise DCSSES websites by end of spring semester 2016; Implement communication plans relative to safety and security services for each divisional department.
Completed/Ongoing
- Continue a targeted campaign in launching the LiveSafe (a mobile safety and security application) to University faculty, staff, and students. Increase subscribership by increasing and improving communication/marketing strategies. Utilize networking opportunities to promote the product. **Completed/Ongoing**
- Reorganization of the department of Parking and Transit Services and create a streamlined reporting structure to align staff resources better, create efficient procedures and processes, improved communication and professionalism for the department.
Completed
- Create PTS position description updates and job posting process. Once completed, disseminate communications plan to division, University community, and website.
Completed



**Syracuse University
Global Safety & Support**

Global Safety & Support goal objectives for FY2018 are:

- Develop a list of police, fire, rescue, emergency management, and utility contacts local to each owned, operated, or controlled property outside of Onondaga County and establish a relationship with a representative for each area.
- Develop a list of news resources local to each University owned, operated, or controlled property outside Onondaga County.
- Develop a list of private health and security contactors that could be available to respond to a serious crisis local to each owned, operated, or controlled property overseas.
- Plan in advance multiple redundant travel routes and methods for bringing main campus personnel to local sites to be used in the event a crisis exceeds capacity of local personnel.
- Develop a new travel safety policy.
- Propose a distinct International Travel Safety Policy that addresses process for faculty, staff, graduate/professional students, and undergraduates.
- Develop and implement pre-departure training for non-SU Abroad international travelers to include web-based information tools and products that enhance the safety of international travelers.
- Develop information and training for travelers to high-risk locations.
- Evaluate the emergency management plans for each University owned, operated, or controlled property outside Onondaga County.
- Conduct site visits for at least three University properties to examine emergency plans and assess their sufficiency.
- Recommend enhancements to reviewed emergency management plans as warranted.
- Establish crisis support plans with local personnel that comports with Division SOP for managing crises outside Onondaga County.
- Develop an assessment plan for University travel services.
 - Ensure accurate collection of related data.

Global Safety & Support goal objectives for FY2019 are:

- Institute a formal process for the review of high-risk travel.
- Institute a process for mitigating risk associated with new international programs.
- Identify a benchmark for international incidents to support the evaluation of risk mitigation strategies.
- Survey all schools and colleges and auxiliary units to determine the extent of University-supported international travel.

Global Safety & Support goal objectives for FY2020 are:

- Institute a process for analyzing and mitigating risks associated with field trips, internships, volunteer experiences, and homestays that are part of international study.
- Develop a process for conducting safety and risk site visits for SU Abroad-operated centers.
- Develop a process for reviewing risks associated with international partner programs.
- Develop a process for registering international travelers.

Global Safety & Support Mission Statement

To coordinate institutional resources in response to crises involving University constituents and assets outside of Onondaga County and to mitigate the risk of travel through training and high-quality risk management.

Global Support Values and Services

Values:

Caring, Quality, Collaboration

Description of Services:

- Mitigate risk to health and safety of University constituents and assets outside Onondaga County
- Manage high risk travel requests
- Coordinate decisions on travel warnings and restrictions
- Consult on destination risk assessment, safety planning, and program design
- Manage waivers and releases to minimize institutional liability for high-risk travel
- Evaluate and improve data tracking systems as warranted
- Promote travel policies and best practices
- Serve as the central resource for all travel safety information
- Monitor US Department of State travel advisories and USDOS Overseas Security Advisory Council (OSAC) daily status updates.
- Coordinate University response to national and international events that impact travel
- Coordinate SU Aboard student crisis response in collaboration with SU Abroad staff and other institutional support units
- Coordinate non SU Abroad international student crisis response with school or college Senior Associate Dean, Student Affairs staff and International SOS
- Coordinate domestic off site student crisis response with school or college Senior Associate Dean, Student Affairs staff, Department of Public Safety and local resources
- Coordinate staff or faculty crisis at international locations with Human Resources, school or College Senior Associate Dean, and International SOS
- Coordinate domestic off site staff or faculty crisis response with school or college Senior Associate Dean, Human Resources, Department of Public Safety and local resources

Global Safety & Support

The following is an analysis of Global Safety & Support's strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- Staff experienced in crisis management in higher education
- Existing relationships with key institutional support units in Enrollment Management and the Student Experience, SU Abroad, and the Schools and Colleges
- Unit properly established within division leading safety and risk management functions. Synergy of functions creates infrastructure needed to support constituents
- Demonstrated institutional commitment to this content area
- Robust SU Abroad model provides safe experience to a large portion of student travelers

Weaknesses

- Office newly established with no existing protocols
- Lack of institutional awareness of volume and types of international travel
- De-centralized travel planning, particularly for high-risk locations

Opportunities

- School and Colleges have demonstrated an interest in support for enhanced travel planning
- Units with staff at centers in LA, NY, and DC have welcomed support for their teams in crisis situations
- The University's internationalization goal will inspire additional opportunities to support the community

Threats

- Recent decisions by the new federal administration suggest increased risk to institutional assets and travelers for the foreseeable future.
- Dysfunction among some institutional support assets creates risk in managing crises

Status Report on FY2017 Global Safety and Support Goals

- Develop a crisis response protocol to guide DCSES personnel in managing crises that occur outside Onondaga County as measured by the approval of a relevant DCSES SOP. **Completed**
- Develop crisis response resources for use by DCSES personnel in managing crises that occur outside Onondaga County as measured by the publication of a crisis response resource binder and electronic documents. **Completed/Ongoing**
- Develop a crisis response protocol that guides DCSES support for SU Abroad including delineating jurisdiction and responsibilities as measured by the approval of a corresponding SOP by both DCSES and SU Abroad. **Completed**

- Effectively respond to any crises that arise as measured by the evaluation of any response by the Senior VP and Chief Law Enforcement Officer and the Associate Provost for International Education and Engagement, if appropriate. **Ongoing**
- Review FERPA regulations with each SU Abroad Center Team with a particular focus on the emergency exception. **Completed/Ongoing**
- Review and recommend, to the extent practicable, a consistent SU Abroad process for responding to mental health cases across sites. **Protocol Drafted/Under Review**
- Review and recommend, to the extent practicable, a consistent SU Abroad process for responding to reports of sexual violence across sites. **In Development**
- Effectively respond to any crises that arise in SU Abroad programs as measured by the evaluation of any response by the Senior VP and Chief Law Enforcement Officer and the Associate Provost for International Education and Engagement. **Completed/Ongoing**



Syracuse University
Department of Public Safety

Department of Public Safety goal objectives for FY2018 are:

- Develop a pedestrian/bicycle safety program to improve safety for community members; develop/execute plan to educate community members on the program. (Year 1 of 2)
- Develop a quality assurance program for the Emergency Communications Center.
- Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 1 of 3).
- Prepare for International Association of Campus Law Enforcement Administrators (IACLEA) evaluation to confirm continued compliance and accreditation with IACLEA (year 1 of 2).
- Improve interdepartmental collaboration, cooperation, and transparency with the DeWitt Police Department (DPD) and the Onondaga County Sheriff's Office (OCSO).
- Develop and coordinate a joint operating procedure with the DPD and the OCSO, similar to the joint operating procedure that currently exists with the Syracuse Police Department.
- Offer Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) and First Aid training classes to the campus community.
- Improve fire safety preparedness as it pertains to students in off campus housing.
- Improve safety of community members while utilizing mechanical amusement rides during campus events by developing and implementing a campus wide safety policy.

Department of Public Safety goals objectives for FY2019 are:

- Complete the incorporation of Blue Courage training for DPS members.
- Distribute a comprehensive survey to engage the community and determine the level of trust the community has for DPS; create action items based on results to improve relationships.
- Increase use and follower numbers on social media.
- Explore alternate patrol and emergency communications scheduling options.
- Improve supervision at the SCS Program by transitioning student supervisor positions to full-time academic year coordinator positions.
- Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 2 of 3).
- Prepare for International Association of Campus Law Enforcement Administrators (IACLEA) evaluation to confirm continued compliance and accreditation with IACLEA (year 2 of 2).
- Review and revise as necessary the existing Memorandum of Understanding with the Syracuse Police Department (SPD).
- Enhance training with outside law enforcement agencies.
- Upgrade the Onsite Dashboard system for real-time tracking of life safety system inspections.
- Develop a pedestrian safety (shared roadway/crosswalk usage) awareness program. (Year 2 of 2)
- Enhance emergency plans and policies.
- Formalize business continuity into plans and policy for buildings on campus. (Year 1 of 2)

Department of Public Safety goal objectives for FY2020 are:

- Involve Patrol and Students for Community Safety employees in distributing tips/information on DPS services to community members.
- Develop internal Communication Circles program.

- Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 3 of 3).
- Formalize business continuity into plans and policy for buildings on campus. (Year 2 of 2)
- Re-evaluate the internal sprinkler obstruction schedule.
- Implement and improve community dialogue among Fire and Life Safety Services (FLSS), Campus Planning, Design and Construction (CPDC), and Syracuse Fire Prevention.
- Develop community preparedness programs.
- Enhance relationships with community partners in emergency management.

Department of Public Safety (DPS) Mission Statement

The Syracuse University Department of Public Safety (DPS) is a professional organization encompassing law enforcement, security, fire and life safety services, and emergency management dedicated to maintaining a safe and secure living, learning, and working environment in partnership with those it serves by respectfully employing the highest professional standards and providing exceptional service to the Syracuse University community.

DPS Vision Statement

The Department of Public Safety's vision is to lead in all areas of professional public safety practices, to effectively address the safety and security needs of its community, and to uphold the mission of the University by supporting an environment in which diverse social, cultural, and academic values are free to develop and prosper.

The Roles of Department of Public Safety (DPS)

Members of the Department of Public Safety have five primary roles. While we are a professional public safety organization and our training is focused on the special skills necessary to accomplish a public safety mission, our primary focus remains on service to our community and the security for our campus.

- As a service agency, we are charged not only with protecting our students, faculty and fellow staff from harm and crime victimization, but we are also responsible to assist and provide service that improves the quality of university life.
- As a safety and security agency, we are charged with the responsibility of being the front line in homeland security as well as ensuring our properties are secure from damage or loss. Additionally, we are charged with proactively identifying life safety and environmental hazards on our properties and in campus operations, while partnering with other stakeholders.
- As a law enforcement agency, we are responsible for keeping the peace, protecting life, reducing crime and enforcing laws, all aimed at protecting the lives of our students, faculty and staff and protecting their property as well as university property.
- As a fire and life safety and emergency management organization, we apply an all hazard approach in planning for emergencies. We are committed to building campus wide resiliencies to emergency and strengthening our capability to prepare, respond and recover from all hazardous events. We are committed to supporting the University in compliance with fire and life safety and food sanitation codes, and in educating students faculty and staff on fire prevention, workplace/workshop safety, and life safety and preservation.

The Principles of Community Policing

Community policing is a way of thinking and carrying out the philosophy allowing DPS and the community to work together to solve criminality, to address underlying community problems, and to improve upon campus community living conditions. (Adapted from: Trojanowitz and Bucqueroux, 1990):

- **Public Input** - People deserve the opportunity to provide input into the policing process in exchange for their continued participation and support.
- **Flexibility In Line Officer Decision Making** - DPS must endeavor to grant increased flexibility to the line officer to make and use creative decisions to solve problems.
- **Face To Face Contact With Public** - All DPS personnel should practice community policing through face-to-face contact with the people they serve in a clearly defined zone and through their interactions with the public, regardless of the setting.
- **Continuous Contact With Public** - The role of DPS personnel demands continuous, sustained contact with the community. Together we can explore new solutions to campus concerns with community members who help to shape public safety objectives and interventions and serve as supporters and as volunteers.
- **Mutual Trust And Responsibility** - The relationship with the community is based on mutual trust and respect. The concept of community policing challenges people to accept their share of responsibility for the overall quality of life in the community, and focuses on creating a more harmonious relationship between DPS and the community.
- **Proactive Problem Solving and Immediate Response** - DPS must maintain the ability to respond immediately to proscribed behavior, crimes, or untoward incidents. It must be proactive through crime prevention initiatives and must exhibit an increased emphasis on analytical problem solving involving the community.
- **Protecting The Vulnerable** – One of the basic tenets of community policing revolves around exploring new ways to protect and enhance the lives of community members, those who may be marginalized and those most vulnerable (IE. International students, underrepresented community members, persons with disabilities, etc).
- **Effective Communication, Collaboration and Use of Technology** - Community policing promotes a judicious use of technology, but also recognizes that nothing surpasses the accomplishments that dedicated people communicating and working together can achieve.
- **Total Agency Commitment** – The community policing philosophy mandates that an integrated approach involving everyone in the agency must be practiced by all DPS personnel. The command staff and all personnel are encouraged to facilitate interdepartmental cooperation and to improve upon existing community partnerships.
- **Decentralized Service Focused On People** - Community policing provides decentralized personal service to the community. DPS cannot impose order without the help of the people in the community in solving the community's concerns.

The Dynamics of Community Policing

- **Be Known;** Become known to the public, and citizens with information about criminal activity are far more likely to share information with a familiar figure, than a stranger.
- **Be Familiar;** Become familiar with people and places and thus in a better position to recognize suspicious persons or criminal activity.

- **Be Visible;** Be highly visible on your posts. High visibility tends to deter criminals from committing crimes in the immediate vicinity.

Department of Public Safety Values and Services

Values: Dedication, Protection, Service (DPS)

Dedication

Members of DPS care about our community and focus our efforts on protecting life and property with professionalism. To gain trust and respect from our community, dedication and professionalism are demonstrated through:

- Being trustworthy and trusting, respectful in all interactions, empathetic toward each other and our community members, and ethical in decision making and action
- Appearance
- Knowledge of our profession
- Caring, courteousness, and compassion

Dedication and professionalism are also demonstrated through enforcing laws, ordinances and regulations in a caring way, promoting a sense of justice and fairness in the community. This dedication and professionalism establishes consistency, mutual respect and an understanding of cultural differences for our department members.

Protection

DPS values protecting members of the community. In protecting our community, DPS believes:

- All people deserve basic human respect.
- That when confronted with adversity we will make every attempt to de-escalate the situation.
- In modeling the very behavior we expect from others.
- Our role includes building quality relationships with people in the community, thus fostering mutual respect and support for public safety.
- That crime is an effect, and our role includes addressing the human condition which causes crime and violent behavior through referral to university and community services.
- We must utilize appropriate methods and systems to hold people accountable for their behavior.
- We can educate members of our community in crime prevention and help them in establishing personal safety habits
- We should use effective community policing and campus law enforcement, security and service strategies to serve our community
- That during patrols, we should proactively look for safety and environmental hazards and take action to report them to the attention of others who can mitigate them. We may, upon request of the Environmental Health Office, assist in responding to environmental or hazardous materials incidents utilizing established University protocol and the NIMS/ICS system.

Service

Members of DPS are committed to providing dedicated service through effective campus law enforcement, fire and life safety compliance, emergency preparedness, community partnerships, programming, and diligence to duty. DPS Officers embrace and exemplify the Guardian Philosophy that places the “high value of life” as a guiding value relating generally to the provision of service. Service is demonstrated through:

- Eagerness to engage in community oriented policing through relationship building, accessibility and availability
- Willingness to interact, provide safety escorts, enhance and encourage security
- Educational efforts of our department members
- Volunteer service
- Compassion and commitment to our community
- Working together to solve problems
- Offering assistance wherever and whenever needed

Description of Services

- The services provided by the Department of Public Safety revolve around safety, security, service and crime prevention activities. The primary function of the department is to maintain a safe and secure University campus setting fostering a good learning and working environment as well as quality of life for students, faculty and staff.
- These services are provided through proactive patrols on and off campus, community interaction, safety and security threat assessment and planning, traffic control, response to emergency and non-emergency calls for service, criminal and non-criminal incident investigations, participation in campus wide security, safety and quality of life initiatives.
- The primary purpose of DPS is the protection of life and property to enhance the community’s environment for those learning, living and working on campus.
- Through community interaction and relationship building, proactive and continuous patrols, thoughtful and structured investigations, meaningful crime prevention education and communication efforts, and security assessment and planning, DPS has a positive impact on the campus community. DPS personnel must act as role models for students and, as professionals they must enforce University, local, state and federal laws, ordinances and regulations.

Current State of the Department of Public Safety

The following is an analysis of the Department of Public Safety’s strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- DPS continues to have strong relationships with law enforcement, emergency and other agencies in the area (Police, Fire, EMT, OSHA, Health Department, FM Global, etc.) which has resulted in higher resolution rate of incidents.

- Communication between Sergeants/New Sergeants (with 20+ years in law enforcement) that possess a lot of experience.
- In anticipation of a more streamlined approval process, reports are being reviewed more efficiently with less rejections at all levels
- BWC use has shown a reduction in IA, citizen's complaints and use of force complaints.
- Overall experience and knowledge of department personnel contributes to the service we provide to the community.
- DPS members continue to actively participate in programs and provide services to affirm our commitment and service to SU and the surrounding community
 - Adopt-a-halls
 - R.A.D. (self-defense training)
 - RA Staff Orientation Programming
 - Bike Rodeo
 - Building Security
- Efficiency in regards to response times to calls for service, crimes and other incidents: Patrol has an approximate average response time of two minutes and nine seconds.
- DPS Emergency Management has developed a foundation of Emergency Management programs and plans and growth and preparedness of these plans continue at all levels of emergency response.
- IACLEA Accreditation to utilize policy and practice to ensure that the department is utilizing internationally recognized "best professional practices" in the performance of our duties. The benefits of accreditation are:
 - Providing best service to our community
 - Greater accountability within the agency
 - Reduced risk and liability exposure
 - Stronger defense against civil lawsuits
 - Greater support from university officials
 - Increased community advocacy
- The campus-wide Video Security System (VSS) otherwise known as "CCTV" continues to expand campus-wide to over 1200 camera views, primarily monitored by the DPS Emergency Communications Center (ECC) and continues to be a significant tool in identifying and solving criminal incidents. Cameras continue to be upgraded (resolution), including portable surveillance cameras to be used for specific criminal investigations.

Weaknesses

- Recruitment and retention of qualified employees (especially women and underrepresented populations) continues to be difficult due to lower salaries when compared to area law enforcement agencies. Employee attrition is problematic where often new officers leave for other agencies that are offering a higher paying starting salary and a guaranteed pension. This results in constant attrition that equates to lack of experience in the field.
- Challenges associated with multiple shifts and schedules.
- Length of hiring process.
- Staffing – in ECC (high attrition rates, continued additional duties), assistance to Quartermaster/Fleet Manager (consistent assistance with a standard schedule)

- Workplace/workspace allocation poses challenges, parking for DPS vehicles
- Departmental pay scales not comparable to other private and public institutions in the region

Opportunities:

- Recruiting experienced quality candidates.
 - Utilize IVMF/Military for recruiting.
 - Transparent, comprehensible and sustained effort to recruit.
 - Ensure the composition of a search committee that is reflective of the community in which we serve.
- More activities that engage employees within the division
- Search for grants that may be awarded to private entities
- Training opportunities in proper & respectful communication skills
- Look at opportunities to reduce forms/paperwork
- Interdepartmental training between DPS, other SU Departments and outside agencies/companies
- Inclusion, internal & external
- Increase opportunities to build relationships with our community
- Empower the community to progressively improve public safety
- Develop a steps to excellence program to provide equality among department units performing security and life safety functions to campus community
- Maintain a pool of qualified candidates to draw from to minimize delays in the hiring process
- Opportunities for the newly appointed Emergency Manager to develop more relationships and trust with other departments to build a solid foundation for the program
- Normal cycling of student population which effects interest and participation in various community policing projects (i.e. Student Association Safety Committee, Community dialogue circles involving DPS and student community members).

Threats:

- Retention; risk of losing trained staff to other agencies
 - Consider conducting our own academy consistent with NYS College Campus Peace Officer certification
- Crime affecting off campus community, resulting in an increase in safety escorts
 - OCCS collaboration with Slutzker Center to educate, assist and encourage students to live closer to campus, and/or provide adequate shuttle service
 - Gang related incidents surrounding the campus
- Current national climate surrounding the police and underrepresented groups
 - Educate Officers to mitigate fears
 - Emphasize goals, mission and vision by listening and communicating
- Increasing compliance regulations/initiative from federal, state and local agencies, which increases responsibilities and duty demands for staff
- Campus Framework projects that could pose delays on various goals and projects (i.e. fire sprinkler retrofit project for academic buildings)
- Limited budget resources for expanding technology (PowerDMS training/accreditation software, additional/updated BWC technology, ...)

- Federal and state laws, mandates and regulations related to response to threats and criminal acts, campus security issues, crime reporting, crime prevention programming, etc. continue to evolve.

Status Report on FY2017 Department of Public Safety Goals

- Increase accountability and transparency with Department of Public Safety (BWC Program). **Completed/Ongoing**
- Offer opportunities for DPS staff and community members to build community relationships. **Not Completed; DPS was to participate in Dialogue Circle Program with students, but Student Affairs could not get commitment from students.**
- Increase diversity (women, minorities, military veterans, and other underrepresented groups) of members by 20% to better represent the community we serve. **Completed/Ongoing**
- Improve emotional development of DPS members and enhance their ability to communicate effectively with the SU community. **Completed/Ongoing**
- Implement dedicated bicycle patrol to both main campus and south campus. **In Progress; due to high officer turnover, training put on hold; will resume sending officers to training Fall 2017**
- Engage in proactive bicycle patrols focusing on community interactions and suspicious activity. **Completed/Ongoing**
- Implement a safety app for community members to connect with emergency services on campus. **Completed**
- Work collaboratively with the DCSES PIO to initiate a marketing campaign to advertise the application to the University community to increase subscriber numbers. **Completed/Ongoing**
- Create safety programming by students for students. **Completed/Ongoing**
- Complete a severe weather annex to the Comprehensive Emergency Management Plan (CEMP), and complete CEMP to include plans and development for Student Illness Outbreak, Mass Clinics Point of Distribution and Emergency Operations Center. **In Progress**
- Improve 'Storm Ready' planning and preparedness on the University Campus. **Completed**
- Enhance emergency drill/exercise engagement with internal and outside partners at Syracuse University, -test and evaluate DPS planning and preparedness levels. **Completed/Ongoing**
- Improve interdepartmental collaboration, cooperation, and transparency with the Onondaga County Sheriff's Office (OCSO). **Completed**
- Develop and coordinate a joint operating procedure with the OCSO, similar to the Memorandum of Understanding (MOU) that currently exists with the Syracuse Police Department. **In Progress, moved to 2018 goals**
- Enhance health and safety of student athletes by educating Athletics staff and ensuring facility compliance in the areas of fire safety, sanitation and health, electrical safety, and occupational safety. **Completed**

- Improve life safety for community members and property conservation for the University in academic buildings by increasing automatic fire sprinkler protection systems in academic buildings. **On Hold until Campus Framework Plan is finalized**
- Increase accountability for boiler compliance on campus with Physical Plant, Housing, Campus Planning, Design and Construction and FM Global property insurance carrier. **Completed/Ongoing**
- Improve safety of students and staff while operating power equipment in machine shops and prevent unauthorized access to machinery. **On Hold**
- Improve efficiency for fire safety officers when conducting regulatory compliance/inspections and audits performed by external agencies. **Completed/Ongoing**



**Syracuse University
Environmental Health and Safety Services**

Environmental Health and Safety Services goal objectives for FY2018 are:

- Better align EHSS resources to improve EHSS' capacity to assist academic units in both laboratory safety and workshop safety.
- Enhance and develop new communication methods to effectively promote safety at the University. (Year 1 of 4)
- Assist the University in complying with revised federal hazardous waste regulations that become effective in 2018. (Year 1 of 2)
- Enhance and develop new communication methods to effectively promote environmental regulatory compliance at the University. (Year 1 of 4)
- Streamline and revise the University's PCB Management Program by identifying components of current program and standard operating procedures that surpass regulatory requirements and could be modified, reduced, or eliminated.
- Revise the University's Hazard Communication Program to incorporate product exemptions and eliminate associated exempt product reporting requirements.

Environmental Health and Safety Services goal objectives for FY2019 are:

- Expand and enhance EHSS' role in assisting academic and campus facility units in both laboratory safety and workshop safety. (Year 1 of 3)
- Enhance and develop new communication methods to effectively promote safety at the University. (Year 2 of 4)
- Assist the University in complying with revised federal hazardous waste regulations that become effective in 2018. (Year 2 of 2)
- Enhance communication methods to effectively promote compliance at the University. (Year 2 of 4)
- Provide current and accurate standard operating procedures for EHSS response operations.
- Identify opportunities to more efficiently and effectively meet EHSS's objectives. (Year 1 of 3)

Environmental Health and Safety Services goal objectives for FY2020 are:

- Expand and enhance EHSS' role in assisting academic and campus facility units in both laboratory safety and workshop safety. (Year 2 of 3)
- Enhance and develop new communication methods to effectively promote safety at the University. (Year 3 of 4)
- Identify components of select EHSS compliance programs that could be modified to better align with current regulations and/or best accepted practices. (Year 1 of 2)
- Enhance communication methods to effectively promote compliance at the University. (Year 3 of 4)
- Broaden EHSS staff technical and leadership skills. (Year 1 of 2)
- Identify opportunities to more efficiently and effectively meet EHSS's objectives. (Year 2 of 3)

Environmental Health and Safety Services' (EHSS) Mission Statement

The Environmental Health and Safety Services Office is a team of dedicated, caring and knowledgeable professionals whose mission is to provide exceptional environmental compliance,

waste management, and health and safety services to the University community through expert consultation, collaboration and education, and the development, implementation, and administration of environmental health and safety programs, policies, and procedures.

EHSS' Vision Statement

The vision of the Environmental Health and Safety Services Office is to foster a University-wide culture of safety and regulatory compliance for the overall protection of human health and the environment.

In pursuit of the mission and vision of the EHSS office, EHSS' dedicated, professional staff will strive to sustain and continuously improve our standards of performance and service to the University. The fundamental objectives we will follow to guide us are to:

- Protect life, property and the environment
- Provide efficient and courteous assistance to the University community
- Have a positive impact on the behavior of others
- Be proactive in identifying and addressing health and safety hazards and environmental compliance requirements
- Effectively utilize our resources in order to provide the highest level of service to the University
- Achieve our objectives while taking into consideration the objectives of others
- Develop and administer high quality programs to meet regulatory requirements and provide health, safety and environmental compliance information to the University community
- Promote safety and compliance best practices through guidance and education
- Identify efficient and effective ways to achieve compliance and encourage safety

EHSS's Values and Services

EHSS' Values: Excellence / Honesty and Integrity / Support and Collaboration / Service and Dedication

Excellence

EHSS staff are committed to working together to provide for excellence in the environmental, health, and safety services provided by our office. We strive to achieve this by:

- Making the protection of people, the environment, and the University's assets and reputation our top priority
- Providing consistent, reliable, high quality services in a timely manner
- Looking for ways to continuously improve and increase efficiency and effectiveness
- Maintaining a positive, "can do" attitude and the highest level of professionalism
- Empowering our staff and demanding accountability from each other
- Encouraging continuous learning

Honesty and Integrity

EHSS' team members value honesty and integrity and aspire to consistently treat others fairly, politely, and respectfully. The EHSS team believes in:

- Modeling the behavior we expect from others
- Being open to new ideas and opinions
- Creating an atmosphere of acceptance and inclusion
- Being compassionate and committed in all aspects of our job
- Meeting our objectives in an honest, ethical and trustworthy manner

Support and Collaboration

The EHSS team focuses on fostering collaborative relationships throughout the University to support and guide the University community in achieving the highest level of safety and environmental compliance. EHSS demonstrates these values by:

- Being open and approachable
- Addressing questions, comments and concerns in a supportive and responsive manner
- Seeking to understand the needs and objectives of others to help identify mutually agreeable solutions
- Promoting effective and consistent open communication
- Focusing on partnering rather than policing
- Promoting safety and compliance through education and guidance on best management practices

Service and Dedication

EHSS' highly professional staff are dedicated to the mission and values of the University and to providing the highest level of service to protect human health and the environment. EHSS' service and dedication is exemplified by our:

- Passion and commitment to safety and helping others
- Consistent efforts to protect people, the environment and the University's assets and reputation
- Willingness to offer assistance whenever needed
- Commitment to being effective, efficient and fiscally responsible
- Strong team based approach used to identify innovative solutions, accomplish objectives and promote a high level of regulatory compliance

Description of Services

The primary services provided by EHSS include:

- Developing, implementing, and managing environmental protection, health, and safety compliance programs
- Providing guidance regarding regulatory compliance, occupational health, and safety requirements, policies, and best management practices
- Preparing and providing environmental health and safety related training through classroom style, written and web based presentations

- Collaborating with University faculty, staff and students to implement compliance and safety programs, initiatives, and best management practices
- Conducting compliance reviews and exposure assessments
- Preparing compliance reports, notifications, permit applications, and other written correspondence for submittal to regulatory agencies
- Maintaining records necessary to document and track environmental compliance, health, and safety program requirements
- Investigating health and safety inquiries and concerns and responding to radiological, chemical, biological and environmental incidents
- Providing regulated waste management services
- Analyzing and interpreting technical data and reports and providing guidance and recommendations to University departments and divisions

Current State of EHSS

The following is an analysis of EHSS's strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- A major strength of the Environmental Health and Safety Services Office (EHSS) is our dedicated, long term tenured staff who possess a wide breadth of knowledge on environmental, health and safety rules, regulations and best management practices. EHSS staff members possess solid leadership, technical, analytical, communication and administrative skills that enables them to effectively serve the University's students, faculty and staff, and meet institutional needs.
- From a departmental standpoint, EHSS staff members are committed to envisioning, creating, managing and constantly improving EHSS programs. They consistently look for common sense approaches to address problems and find solutions which fit the University's needs and also ensure compliance with applicable environmental, health and safety rules, regulations and policies. EHSS staff diligently work to identify regulatory requirements that impact University operations and provide guidance to the affected faculty, staff and students to assist them in meeting these requirements.
- Another major strength of EHSS is their team approach to meeting goals, addressing challenges and finding solutions. The EHSS team collaborates extremely well together and frequently pools resources within the group to meet the challenges placed upon the office. Although staff members specialize in their own specific areas of expertise, they frequently cross over, learn and assist in other office areas to help EHSS better serve the University.
- The EHSS team also works to collaborate with others in the University community to achieve a common goal of a safe and compliant University. They have strong working relationships with people across the University community and continually work to build new relationships.
- EHSS's management staff are veterans in their professional fields and have established strong relationships and respected reputations with state and local regulators, consultants and professional colleagues in their respective fields. These relationships have proven to be essential assets in moving through the many challenging situations and regulatory hurdles presented to the EHSS office. The EHSS office's reputation and proven desire

to meet, and many times exceed, regulatory requirements has earned the EHSS office respect with state and local regulators.

Weaknesses

- Current workloads in the EHSS office have prohibited staff from further developing their professional skills and obtaining required expertise on new and emerging compliance, health and safety program topics. These heavy workloads could occasionally result in compliance, health, and safety programs that are not sufficiently supported or resourced.
- Many of EHSS' current operating procedures, processes, forms and programs have not been reviewed or updated in several years. Inefficiencies and inconsistencies exist in the office that should be examined for potential improvement.
- The organization of the EHSS office may be confusing at times to our clients as there is overlap among EHSS staff members, and no central person to go to for certain universal topics such as laboratory safety, occupational safety, and regulated building materials management.
- Some individuals and/or departments perceive the EHSS office to be more of a hindrance than a help, and more of a compliance enforcement department than a compliance assistance department; and others do not have a clear understanding of EHSS' mission. This poor perception and/or understanding of EHSS' functions has the potential to make others hesitant to reach out to EHSS for guidance and assistance and may prohibit them from collaborating.
- EHSS staff have historically focused a lot of time and resources on select compliance and/or safety programs while expending less resources on others. Some of EHSS' focus is driven by strict compliance requirements that present a risk to the University, however much of EHSS' focus is a result of historical preferences and opinions without consideration of performing risk based analyses to identify the highest risk areas. Much of EHSS' internal and external means of communication needs improvement to ensure that the office's communications are consistent, understandable, and easy to locate. EHSS' current website has not been updated in several years and can be difficult to navigate, preventing it from being utilized to its fullest potential. In addition, there is no consistent format used for standard EHSS communications such as operating procedures, guidance documents, etc.
- Limited budget resources for expanding technology, staffing, and staff development

Opportunities:

- Expected revisions to NYS's Solid Waste Management regulations (6 NYCRR § 360) may present an opportunity to more effectively monitor the disposition of wastes generated by University construction projects. Over the last couple of years, EHSS has worked with CPDC and Physical Plant staff to provide guidance and education on NYS DEC's current construction and demolition (C&D) disposal requirements and to help ensure that C&D and other types of building material wastes generated during construction projects are handled and disposed of properly. The proposed revisions to the solid waste regulations include a clearer definition of what constitutes C&D waste and

includes provisions that should help the University better identify and track where construction project wastes are ultimately being disposed.

- OSHA's newly promulgated Silica Standard for construction (§ 1910.1053), which becomes effective in July 2017, contains provisions which should greatly assist EHSS in ensuring that dust generation is controlled and minimized during construction projects. EHSS has struggled over the years to ensure that appropriated dust control measures are implemented during University construction projects. This new regulation requires the use of engineering controls and work practices to minimize silica dust generation and reduce silica exposure from construction and maintenance activities impacting materials containing crystalline silica.
- Campus Facilities and Administrative Services' proposed plans to imbed an environmental compliance specialist at CPDC and an occupational safety specialist at Physical Plant should lead to enhance collaboration between EHSS and Facilities staff. Working with these imbedded specialists should present EHSS with opportunities to better communicate EHSS requirements and provide continual EHSS education to facilities staff, to improve EHSS related oversight in Facilities' operations and projects, and to ensure that EHSS considerations are being incorporated into design and construction activities and space allocation decisions.
- New regulatory interpretations and compliance strategies for management of PCB containing building materials, that are supported by University Counsel and a third party consultant experienced in PCB management and EPA Region 2 regulatory interpretations, will provide EHSS with an opportunity to revise the University's current PCB management guidelines and protocols, and ultimately develop an economically manageable PCB Management Program that fully complies with the intent of EPA's PCB regulations.
- Recent (2012) revisions to OSHA's Hazard Communication Standard, aligning it with United Nations Globally Harmonized System of Classification and Labeling of Chemicals (GHS), outlined new requirements for, among other things, Safety Data Sheet (SDS) management. The standardization of SDS formats in the revised rule presents an opportunity for EHSS to explore new mechanisms for managing the University's 25,000 Safety Data Sheets, with the ultimate goal of transforming SDS management from a paper to a computer/electronic based system.
- Several serious accidents in laboratories at other universities over the last several years have raised awareness and highlighted the need for a stronger safety culture at colleges and universities. Institutes of higher education across the country have increasingly been renewing their commitment to laboratory safety and focusing on advancing the culture of safety in their academic and research laboratories. This increased focus on laboratory safety at universities should provide an opportunity for EHSS to initiate a collaborative effort to examine laboratory safety at Syracuse University and seek funding to support resources and best management practices to enhance laboratory safety at Syracuse University.
- Advances in software and technologies presents more opportunities for EHSS to examine and improve their methods of communicating compliance and safety to the University community. This may include the potential for alternative delivery systems (i.e. on-line

safety/compliance trainings), interactive training programs, University specific safety information videos, etc.

Threats

- The US EPA's long standing Toxic Substances and Control Act (TSCA) regulations specific to polychlorinated biphenyls (PCBs) (40 CFR §761) are complex and were written and last revised (1998) before the EPA fully understood the extent of PCB use in buildings materials. The complexity of the regulations coupled with inconsistent interpretations and enforcement among the EPA's various regional offices, continue to make complying with the regulations difficult and expensive. It is uncertain when revisions to the PCB regulations will occur or when clearer, consistent, agency wide guidance can be expected.
- Recent and anticipated new and revised legislation in environmental, health and safety compliance areas that impact the University (TSCA, PBS, Air Emissions, Asbestos, Silica, etc.) may require extensive EHSS time and effort to fully identify University impacts and compliance requirements, and to develop and/or revise University written compliance programs, guidance documents, operating procedures, forms, etc.
- The lack of an updated Safety Data Sheet/chemical tracking system at the University hinders EHSS from ensuring full compliance with many EHSS administered programs. The current SDS tracking software is antiquated and is in dire need of an upgrade. The current system is a paper based SDS inventory system and does not track real time chemical possession, which prohibits EHSS from garnering accurate information for emergency response actions and certain regulatory reports (Title V air emissions, Fire Department report, etc.)
- The emphasis on increasing sponsored research at Syracuse University combined with use of new innovated and cutting edge technologies, equipment and research protocols (e.g., 3D printing, irradiated materials, lasers, biological agents, etc.) could threaten EHSS' already stretched staffing resources, and could create additional challenges and require expertise in areas unfamiliar to EHSS staff.
- The lack of consistent and enforced protocols and directives related to laboratory and chemical safety within the science and engineering departments presents difficulty to EHSS staff administering EHSS' laboratory compliance and safety programs.
- Although improving, Facilities staff are still failing to consistently incorporate environmental, health and safety compliance requirements into construction project planning or are failing to involve EHSS in the initial design and development phase of construction projects. They also do not consistently ensure that environmental compliance requirements are sufficiently communicated to their contractors once a project starts. Not only does this make it difficult on EHSS staff and their efforts to ensure environmental compliance and safety, but it can also result in additional costs and liabilities related to construction site incidents, project re-design, project compliance inefficiencies, etc.
- Unanticipated new and/or revised environmental, health and safety regulations, standards, and guidelines.

- Projects, objectives and deadlines initiated by other departments requiring an unexpected amount of EHSS involvement (i.e. campus framework projects, new research initiatives, etc.)

Status Report on FY2017 Environmental Health and Safety Services Goals

- Enhance research biological safety by modifying the University's Biosafety Program and associated operations. **Completed**
- Enhance the competencies of staff responsible for maintaining safety practices and protocols associated with tasks involving hazardous chemicals by providing additional training and instruction. **Completed**
- Increase collaboration between CPDC/Physical Plant and EHSS by having EHSS more proactively review CPDC projects. **Completed**
- Assist affected University Departments with achieving compliance with new and revised petroleum bulk storage tank compliance regulations. **Completed**
- Develop and implement a resource website, specific to Physical Plant that provides the training compliance status for all Physical Plant employees. **Completed**
- Establish a mechanism to track, maintain and retrieve information on sampling performed and used to make hazardous waste determinations. **Completed**
- Provide for more consistent and efficient PCB data entry procedures to enable EHSS technical staff to focus on other duties. **Completed**



**Syracuse University
Parking and Transit Services**

Parking and Transit Services goal objectives for FY2018 are:

- Collaborate with Athletics and the Carrier Dome ticket office to develop and offer prepay parking for football and basketball seasons.
- Collaborate with HR Health and Wellness team to develop a Park/Stride exercise app (counts calories burned walking from parking location).
- Integrate and automate to a uniform access control system in lots and garages. (Year 2 of 4)
- Improve appearance of parking areas on campus; identify and implement a sealing and striping action plan for all parking areas on campus.
- Improve parking functions to become more efficient and more financially self-sufficient.
- Identify and implement a sealing and striping action plan for all parking areas on campus.
- Implement a PTS vehicle fleet replacement schedule.
- Develop and implement a PTS employee training program.
- Upgrade handheld devices to iPhones and iPads.
- Deploy booting/immobilization devices for parking violators.
- Educate South Campus students on transportation and parking services.

Parking and Transit Services goal objectives for FY2019 are:

- Integrate and automate to a uniform access control system in lots and garages. (Year 3 of 4)
- Analyze license plate reader recognition software to determine if it can be integrated into the access control system. (Year 1 of 2)
- Conduct survey for community members (students, faculty, staff) about their overall experience with PTS staff and systems.
- Conduct internal climate survey with PTS employees.
- Review and analyze all parking facilities to maximize capacity and utilization. (Year 1 of 2)
- Reallocate parking permit allowances between all parking groups (employees, students, vendors, etc.). (Year 1 of 2)
- Improve efficiency in the parking permit system. (Year 1 of 2)
- Seek additional revenue opportunities. (Year 1 of 2)
- Improve revenue control process for special events (Year 1 of 2)
- Improve revenue control process for garage and surface lots (Year 1 of 2)

Parking and Transit Services goal objectives for FY2020 are:

- Integrate and automate to a uniform access control system in lots and garages. (Year 4 of 4)
- Analyze license plate reader recognition software to determine if it can be integrated into the access control system (year 2 of 2)

- Review and analyze all parking facilities to maximize capacity and utilization. (Year 2 of 2)
- Reallocate parking permit allowances between all parking groups (employees, students, vendors, etc.). (Year 2 of 2)
- Improve efficiency in the parking permit system. (Year 2 of 2)
- Seek additional revenue opportunities. (Year 2 of 2)
- Review revenue control process for special events. (Year 2 of 2)
- Review revenue control process for garage and surface lots. (Year 2 of 2)

Parking and Transit Services (PTS) Mission Statement

Deliver outstanding customer support to students, faculty, staff, and visitors; providing alternative sustainable transportation options, a clean, safe and friendly parking environment, and accommodating current campus parking needs while planning for future growth in a sustainable environment.

PTS Values and Services

Values

Commitment: Members of PTS care about our community and focus our efforts on customer service and providing transportation and parking needs to our community. We show our commitment by:

- Being respectful in all interactions with community members and visitors
- Professional appearance
- Caring and courteousness

Service : Members of PTS are committed to providing dedicated service through outstanding customer support. Service is demonstrated through:

- Willingness to interact with community members and accommodate parking needs
- Educational efforts of our department members
- Compassion and commitment to our community
- Working together to solve problems
- Offering assistance wherever and whenever needed

Operational Excellence: Members of PTS believe in operational excellence through continual improvement in our processes, products, services, and ourselves. We demonstrate this through:

- Delivering exceptional value to our community members and visitors
- Utilizing industry best practices and up to date technology
- Integrity and accountability in our actions and decisions

Description of Services

While PTS is a professional parking and transportation agency, our primary focus remains on customer service and providing transportation and parking needs to our community. PTS provides the following services in its role to the community:

- Administers campus parking and permit issuance;
- Provides efficient, dependable, and sustainable transportation services;
- Manages event parking and transportation.

The services provided by PTS revolve around the daily parking and transportation of students, faculty, and staff as well as providing services related to parking for all campus and Carrier Dome events.

These services are provided through careful planning, working collaboratively with our colleagues at DPS, Athletics, Physical Plant, Carrier Dome, and Special Events.

Through community interaction and relationship building, Parking and Transit Services has been able to communicate events and traffic flow patterns to ensure attendees of our events have up to date and accurate information to ensure a pleasant experience with parking.

Current State of Parking and Transit Services

The following is an analysis of PTS's strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- Several long term knowledgeable and experienced staff
- A strong and robust software permit management system
- An existing parking system for games and events that has been historically successful with few challenges
- Solid working relationship with our transportation providers Centro and Birnie bus
- Fiscally sound transportation providers

Weaknesses

- The hiring and retention of quality event staff
- The ability to seal and stripe parking lots and garages using internal resources (having to rely on outside vendors)
- An increasing need to provide accessibility parking in close proximity to academic buildings

Opportunities:

- Create a daily on demand shuttle service
- Valet Service for Chancellor and special events
- Introduction of technology to enhance and manage transportation and parking for students, faculty, staff, visitors, and guest.
- Create gated access in Q2, Q3, Q4 and Women's Building North lot
- The implementation of one shift in Field operations

Threats

- Numerous staff that will be retirement eligible within a ten year period
- Decreasing parking spaces on main campus and no short term solution
- Aging garage structures
- Outdated and unsupported access control systems
- Potential rising transportation costs
- Campus Framework projects, Carrier Dome Campus West project, IVMF building on Waverly lot

Status Report on FY2017 Parking and Transit Services Goals

NOTE The Department of Parking and Transit Services has been restructured in the past year to align staff resources better, create efficient procedures and processes, and improved communication and professionalism for the department. The reorganization strategy was intended to promote an efficient and successful department where employees are properly aligned with job roles that utilize their skills and abilities and bring success and professional growth in order to create positive outcomes by means of enhancing the student, faculty, staff and visitor experience. This restructuring resulted in the termination of two positions and hiring of two new personnel. As a result, some goal areas listed below are still in progress to date.

- Implement an upgraded version of software for PTS which allows for more functionality and features for the university community. **Completed**
- Research and develop the implementation of a mobile cellular application for mapping, obtaining arrival times, and notifications of delays for the campus shuttle system. **Completed**
- Research the feasibility of and identify the cost savings involved in implementing electronic access parking gate arm technology (to utilize University ID to gain access to parking facilities) and cameras connected to the campus-wide video security system. **In Progress**
- Personalize the experience with the PTS staff and University constituents including Dome and event patrons. **Completed/Ongoing**
- Improve and enhance accessibility and ADA standards for the campus community and visitors. **In Progress**
- Work with CPDC to accommodate and relocate faculty and staff parking affected by new facilities or relocation of departments in other campus locations. **Ongoing**
- Update the PTS enforcement policy and develop new protocols and guidelines for ticket writing staff. **Completed**
- Increase compliance and decrease habitual offenders, allowing for violators to receive ample warnings with time to correct continued violations. **In Progress**



Syracuse University

Risk Management & Regulatory Compliance

Risk Management and Regulatory Compliance goal objectives for FY2018 are:

- Identify online automated processes for RMRC to improve efficiency.
- Develop/implement automated processes for RMRC.
- Identify intradepartmental cross training (for business continuity) opportunities. (Year 1 of 2)
- Offer professional development training opportunities for RMRC staff members. (Year 1 of 3)
- Develop RMRC Standard Operating Procedures (SOPs).
- Educate all RMRC and other applicable staff members on policies and procedures.
- Develop primary ERM objectives for the newly appointed Enterprise Risk Management & Project Manager position.
 - Identify risk owners and develop action plan.

Risk Management and Regulatory Compliance goal objectives for FY2019 are:

- Comply with Clery Act; identify and train Campus Security Authorities (CSA) and update list with any newly identified CSAs. (Year 1 of 2)
- Comply with Drug Free Schools & Campuses Act with appropriate tracking and reporting. (Year 1 of 2)
- Maintain OSHA record keeping in a manner that is compliant with OHSA requirements. (Year 1 of 2)
- Formalize Compliance Network to provide a compliance resource to stakeholders. (Year 1 of 2)
- Continuously improve compliance matrix as living document to incorporate new or changing laws and regulations. (Year 1 of 2)
- Educate University community on institutional risk awareness and compliance. (Year 1 of 2)
- Integrate Enterprise Risk Management into University culture to help in mitigation of University wide risks. (Year 1 of 2)
- Effective return to work program established to reduce financial impact of injured worker's absence from work. (Year 1 of 2)
- Quarterly claim reviews to manage open claims proactively.
- Continue to identify/develop online automated processes for RMRC.
- Continue professional development training opportunities for staff to continuously enhance job effectiveness. (Year 2 of 3)
- Provide business continuity within RMRC with continued intradepartmental cross training. (Year 2 of 2)
- Utilize RMRC website function as effective and efficient resource for campus community.
- Develop RMRC Standard Operating Procedures for new areas of responsibility.

- Use Onbase or similar program to increase efficiency on certificate of insurance system.

Risk Management and Regulatory Compliance goal objectives for FY2020 are:

- Comply with Clery Act; identify and train Campus Security Authorities (CSA) and update list with any newly identified CSAs. (Year 2 of 2)
- Comply with Drug Free Schools & Campuses Act with appropriate tracking and reporting. (Year 2 of 2)
- Maintain OSHA record keeping in a manner that is compliant with OSHA requirements. (Year 2 of 2)
- Have compliance network function as a value added resource to the University community. (Year 2 of 2)
- Continuously improve compliance matrix as living document to incorporate new or changing laws and regulations. (Year 2 of 2)
- Educate University community on institutional risk awareness and compliance. (Year 2 of 2)
- Integrate Enterprise Risk Management into University culture to help in mitigation of University wide risks. (Year 2 of 2)
- Effective return to work program established to reduce financial impact of injured worker's absence from work. (Year 2 of 2)
- Continue to identify/develop online automated processes for RMRC.
- Professional development training opportunities for staff to continuously enhance job effectiveness. (Year 3 of 3)
- Evaluate the use of a risk management information system to improve the RMRC services.
- Review of Orange Insurance Company for a continued means of risk financing for the University.

Risk Management & Regulatory Compliance Mission Statement

Address the University's liability, financial, operational, compliance, and reputational risks in support of the University's student focused vision and Fast Forward strategic plan.

RMRC Values and Services

Values

Quality, innovation, service and diversity.

Description of Services

In pursuit of our mission, we will strive not only to sustain, but to improve our standards of performance and service. RMRC is a professional department whose focus is to serve our community with the following objectives to guide us in our mission:

- Examine potential exposures, and evaluate the probability of loss, the potential severity of loss, and the degree of control needed to prevent an occurrence.
- Prioritize exposures and allocate resources effectively.

- Organize and continuously update risk management planning.
- Reduce liability by monitoring compliance with laws and regulations.
- Administer disability benefits while adhering to state laws and University policies.
- Administer lines of insurance while adhering to laws and University policies.

Services provided by RMRC include:

- Identifying and assessing risks.
- Assisting college/schools/departments with putting plans in place to mitigate risks and decide how to avoid, tolerate, reduce or transfer risks.

Current State of Risk Management & Regulatory Compliance

The following is an analysis of RMRC's strengths, weaknesses, opportunities and threats that may affect our strategic plan. Flexibility must remain a benchmark of our operation.

Strengths:

- The core strength of Risk Management and Regulatory Compliance is its people. The staff and managers trust one another and trust in the University's leadership. Many of the staff and managers have been with the University for several years and have shared values and goals. The department aims to build and maintain the trust and confidence of all its stakeholders such as students, faculty, staff, and alumni. The staff works hard on building relationships, developing its skills, and emphasizing the positive. It looks forward to play its part in the new vision and strategic direction for the University. The staff understands that it needs to be versatile especially in consideration of trends in higher education and other institutions today such as globalization of the marketplace, diversity of the student body and workforce, explosion of technology and information, and complexity of business challenges.
- The next strength of Risk Management is processes and programs that are in place to deal with uncertainty, which risk management is all about. The processes involve risk analysis and response. Its aim is that risk management is applied to individual and organizational decisions, and its response is carrying out the various processes and programs that help protect the University's human, intellectual, reputational, physical, and financial assets.
- To make more informed decisions about the present and the future, Risk Management also collaborates with various external societies/organizations (e.g., New York State (NYS) Self-Insurers Association, University Risk Management & Insurance Association, etc.) and regulatory agencies and effectively utilizes external service providers such as international travel global assistance, and the University's insurance brokers and third party administrators. Risk Management has also fostered several underwriting relationships with carriers that have strong financial balance sheets (e.g. FM Global) , which has served the University well. These partnerships provide additional resources to better identify solutions to the risk issues facing the University today and tomorrow.

Weaknesses

- Lack of cross training and business continuity plan which are currently being developed.
- Insurance market fluctuations

Opportunities:

- Implement enterprise risk management which should provide more strategic direction in managing institutional risks.

Threats

- The ERM assessment report has identified potential threat risks.
- Change in institutional risk appetite
- Interest rate risks impacting reserves discount rate
- New and emerging regulations

Status Report on FY2017 Risk Management & Regulatory Compliance Goals

- Comply with the Clery Act; identify and train Campus Security Authorities (CSA) and update and publish Annual Security Report (ASR). **Completed/Ongoing**
- Comply with New York State Workers' Compensation Board disability benefit regulations and University requirements. Maintain timely determination of benefit entitlement and facilitate timely return to work. **Completed/Ongoing**
- Provide stability of insurance coverage and improve budget stability while avoiding insurance market fluctuations in price and coverage. Maintain sustainability of Orange Insurance, LLC and explore means to utilize Orange to improve the University's risk financing. **Completed/Ongoing**
- Improve SU Abroad's risks by having proper coverage in the event of loss or claims. Conduct an audit of the SU Abroad Strasbourg Center Insurance program based on the completed review. **Completed/Ongoing**
- Enhance worker's compensation (WC) program to reduce incidents of on the job injuries and workers' compensation costs and educate the work force in safety, wellness and the financial ramifications of on the job injuries. **Completed/Ongoing**
- Conduct premises liability training for Physical Plant Grounds, Parking & Transit Services, Department of Public Safety, and Fire & Life Safety Services. **Completed/Ongoing**
- Implement initial phase of the Regulatory Compliance Program to ensure efficient use of resources, avoidance in regulatory fines and penalties and in adverse public relations impact. **Completed/Ongoing**
- Launch and execute the initial stage of an Enterprise Risk Management (ERM) program. **Completed**
- Identify funding and create and fill an Enterprise Risk Management & Project Manager position. **Completed**
- More efficient use of resources and effective risk transfer providing protections for SU; work with University Counsel's office to develop standard contract templates for memorandums of understanding and affiliation agreements. **Completed/Ongoing**
- Improve academic programs and processes and continue access to federal financial aid for students by participating in Middle States Commission accreditation (co-chairing with University Counsel the compliance self-study team). **Completed/Ongoing**
- Cost savings, coverage assurance, reduction of financial liability, and use of a wrap-up insurance program for the Carrier Dome/Archbold renovations to facilitate minority business sub-contractor business; provide advice and support to Campus Planning,

Design and Construction (CPDC) related to the campus framework on matters such as wrap-up insurance, builders risk and surety bonding. **Project On Hold**

Appendix

Explanation of Assessment and Action Plan Based on Middle States Model

Phase I

Goals:

- Goals are consistent with the mission of the functional unit;
- Goals focus on general components, such as efficiency, communication, services, support systems, and fiscal health to drive decision-making;
- Goals are broadly stated, meaningful, achievable, and provide a framework for identifying operationalized objectives.

Objectives:

- The functional unit has at least two clear objectives per goal. Objectives are linked to unit goals.
- Objectives state what the unit strives to accomplish in order to achieve each goal. Objectives are focused on efficiency, effectiveness and impact.
- Objectives are specific, measurable, attainable, results-oriented, and time bound.

Strategies:

- The functional unit has specified two or more strategies for each objective.
- Strategies represent the impact and value of processes used and services offered by the functional unit. Strategies are actions units undertake to achieve objectives.

Targets :

- The functional unit has established at least one target to measure each objective's performance. Targets are numerical criteria and are focused on the impact of objectives and success achieved through strategies.

Phase II

Results:

- Target measurements of the performance of unit objectives are regularly collected and recorded.
- Recorded results include as much detail as possible, including when the results were collected and which staff members were involved in the process.

Interpretation:

- Collected information is analyzed, discussed, and summarized in detail to assist the functional unit with informed decision making about unit strategies, processes, and services.

Phase III

Action and Follow-up:

- Based on performance results, staff members suggest and implement changes to improve the functions of the unit processes/services.
- Implemented changes are measured and documented in subsequent assessment cycles.

Sustaining Assessment:

- Functional units sustain a well-designed and manageable assessment plan and process to inform decision-making.
- The entire set of objectives are assessed over a four-year assessment cycle to determine achievement of the unit goals.
- All unit's members participate in the assessment process and are provided an opportunity to recommend improvements to assessment processes.

Syracuse University Academic Strategic Plan

***Goals are numbered to identify them in the Assessment and Action Plan tables in appendix**

THE STUDENT EXPERIENCE: Providing all students with a world-class learning experience that prepares them for future success. Syracuse is committed to providing all students with an excellent and highly distinctive educational experience that prepares them for personal and professional success in an increasingly complex, diverse, and interconnected world. We will do that by instilling in them a capacity to think deeply and analytically; to listen and learn from diverse life experiences, cultures, and points of view; to act with ethical integrity; and to engage in ways that enrich scholarship and enhance our communities and world. Drawing on our strengths in the liberal arts and professional schools, and building on our historic commitment to access, opportunity, and global engagement, we will cultivate in students those distinct skills, competencies, and experiences that exemplify Syracuse as a place of excellence in higher education.

GOAL # 1: Boldly instill in all undergraduate students those core competencies and values, and provide dynamic learning experiences, that drive intellectual excellence, feed creativity, and cultivate the skills needed to excel.

RECOMMENDATIONS:

- Develop a set of key core competencies that transcend disciplines and transfer internally across schools and colleges
- Facilitate substantive and multifaceted experiential and global learning opportunities
- Elevate the College of Arts and Sciences as an exemplar of excellence and heart of the academic enterprise
- Foster student innovation and technological know-how

GOAL # 2: Sustain an inclusive, accessible campus of opportunity for a richly diverse student body, including international students, students with disabilities, underrepresented students, and veterans.

RECOMMENDATIONS:

- Strengthen and coordinate outreach/recruitment strategies that highlight our commitment to inclusion
- Maintain robust support structures and accessible facilities to enhance retention and success of all students
- Implement education opportunities to build campus-wide cultural competence

GOAL # 3: Adapt and enhance all graduate programs to anticipate needs and opportunities and cultivate the capacity for sustained success in a swiftly evolving marketplace.

RECOMMENDATIONS:

- Continuously innovate programs to address emerging needs and identify potential for external collaborations
- Formulate marketing strategies to showcase the value of professional programs
- Ensure that humanities graduate programs address emerging needs and prepare students for careers both within the academy and more broadly
- Enhance professional school collaboration with the College of Arts and Sciences to better anticipate needs and leverage expertise to benefit all students
- Heighten and intensify coordinated leadership and support for professional programs

GOAL # 4: Nourish the whole student to support academic, social, and emotional well-being.

RECOMMENDATIONS:

- Ensure robust and coordinated academic support and career advising services
- Advance University libraries' capacity to support, help lead, and adapt to the evolving needs of a 21st- century campus
- Enhance comprehensive, coordinated, high-quality services to promote students' overall well-being
- Vigorously advance a culture of mutual respect, honesty, community safety, and accountability for all to act with ethical integrity

GOAL # 5: Rigorously advance a University-wide culture of teaching excellence that prizes innovation and drives successful student outcomes.

RECOMMENDATIONS:

- Promote pedagogical excellence attuned to a diverse student body
- Assess, recognize, value, and reward teaching excellence
- Incentivize curricular innovation and interdisciplinary teaching

DISCOVERY: Promoting creativity and discovery attuned to important challenges and emerging needs

Syracuse University strives to support and foster creative activity and research excellence at all academic levels as a core mission of the University. We seek to embolden and sustain engagement in research among students through robust and dedicated support structures. We equally seek to advance faculty research excellence in both disciplinary and interdisciplinary endeavors by providing high-quality, centralized and coordinated supports and facilities, and rewarding those who excel in these endeavors. We seek to elevate and invest in signature areas where our strengths coincide with areas of great need and opportunity.

GOAL # 6: Foster a University-wide culture that celebrates and advances creative work and research among students, faculty, and alumni in ways that inspire discovery, enhance teaching and learning, and magnify our impact on the world.

RECOMMENDATIONS:

- Cultivate new scholars, including undergraduates, master's and Ph.D. graduate students, and postdoctoral scholars
- Amplify engagement in cutting-edge creative work and research through robust, coordinated support mechanisms and meaningful incentives
- Attract, develop, and retain outstanding faculty scholars throughout their careers
- Identify and pursue strategically focused investments in cross-cutting areas of strength such as health and well- being, natural resources, humanities, and societal needs
- Support discoveries and inventions on campus and their path to implementation

GOAL # 7: Cultivate doctoral program success to further optimize quality and productivity and to advance our commitment to dynamic learning and knowledge discovery.

RECOMMENDATIONS:

- Strengthen capacity to attract outstanding doctoral students
- Enhance institutional recognition of and support for doctoral programs
- Facilitate professional growth and networking opportunities

- Elevate doctoral student mentoring as a critical part of the faculty teaching workload

INTERNATIONALIZATION: “Enter the Campus, Engage with the World”

Syracuse University, grounded by a tradition of international scholarship and engagement, dedicates itself to fostering and sustaining an international community of scholars that values and supports all students and prepares them to thrive in a globally connected world. We do that not only by advancing global study, research, and internship opportunities—a signature of the Syracuse academic experience—but also by developing and expanding institutional structures and opportunities in such a way that students engage with the world from the moment they arrive on campus. We will leverage our substantive strengths in global regional studies, international institutional partnerships, and growing multinational body (students/faculty/alumni) to truly internationalize Syracuse University.

GOAL # 8: Enhance and expand institutional mechanisms to better cultivate, welcome, support, and value the contributions of our international student community, facilitate cross-cultural interaction, and advance cultural understanding.

RECOMMENDATIONS:

- Provide campus living-learning opportunities with a global focus and other activities and programs that spur cross-cultural engagement
- Advance a unified internationalization strategy by coordinating and integrating appropriate administrative units
- Strengthen support services for international students
- Explore the potential for creating a University Internationalization Council

GOAL # 9: Facilitate distinctive global learning experiences that expand our students’ capacity to live, work, and thrive in a deeply interconnected world.

RECOMMENDATIONS:

- Cultivate skill sets and cultural understanding to maximize global study experiences
- Integrate study abroad programs more closely with campus curricula
- Expand access to study abroad opportunities
- Fortify global learning experiences for graduate students

GOAL # 10: Expand our relevance and impact in global scholarship and further internationalize the curriculum.

RECOMMENDATIONS:

- Identify and invest in select regions of the world that are of strategic significance to the University
- Structure regional centers as University-wide in order to better support and foster interdisciplinary initiatives
- Incentivize schools and colleges to develop courses with international content and perspectives

COMMITMENT TO VETERANS: Distinguishing Syracuse as the premier university for veterans

Building on its rich history of support for veterans and its legacy of responsiveness to the needs of the day, Syracuse will be the premier University for veterans and military students. Recognizing the tremendous assets they bring to University life, we will ensure that veterans and individuals associated with the military are accommodated and integrated fully into the campus community, and that our recruitment, academic offerings, and support services are aligned with the needs and aspirations of this richly diverse population. In turn, we must leverage cross-University academic expertise to develop and enhance interdisciplinary research in critical areas relating to veterans, military affairs, and national security. The growing need for programming and research in these areas and for promoting the well-being of veterans and their families provides opportunities to illuminate Syracuse's outstanding reputation in veteran and military affairs—and to have a meaningful impact on the world.

GOAL # 11: Enhance and expand programs that address the needs and interests of veterans and military families, recognizing the significant role higher education can play in advancing post-service success.

RECOMMENDATIONS:

- Identify and pursue programs and research aligned with interests and aspirations of veterans and emerging areas of need and opportunity
- Leverage and enhance existing academic programs and faculty expertise to provide specialized education in veteran and military affairs
- Enhance support services to address the unique needs of veterans and to foster a culture of persistence and success in achieving their academic goals

INNOVATION: Nurturing an entrepreneurial culture

Syracuse has a long record of trail-blazing innovation and creativity, including veterans' programs, entrepreneurial activity, the arts, disability studies, and industry partnerships, to name a few. We will strive to ensure that our culture, structures, and mechanisms continue to fuel productive change and empower us to respond nimbly to emerging needs and opportunities. We will work to cultivate across the disciplines an entrepreneurial mindset characterized by visionary thinking and creative problem-solving, and the capacity to channel ideas into actions. Innovation enriches our academic experience and campus life, and is crucial to empowering faculty, staff, students, and alumni to address the complex demands of our communities and world. We recognize and reward innovation because we believe it is essential to our students' futures and to the world in which they live and work.

GOAL # 12: Seed and nurture a campus-wide culture of continuous innovation that incentivizes students, faculty, and staff to “do change right, the Syracuse way.”

RECOMMENDATIONS:

- Empower campus “champions of change” to galvanize and support innovation and cross-campus collaboration
- Enhance student entrepreneurship opportunities, including sandboxes and innovation labs
- Strengthen campus spaces to foster collaboration and innovation
- Reward and value creativity and risk-taking at all levels of the institution
- Cultivate internal and external partnerships, including alumni relationships, to pollinate innovative thinking

ONE UNIVERSITY: Galvanizing institution-wide excellence

As One University, Syracuse supports progress toward our mission by consistently pursuing excellence in all areas of University operations. We achieve this by providing all those engaged in reaching our mission a workplace that proactively supports their personal and professional needs, challenges them to grow, respects diverse points of view, and recognizes excellence. Administrative and support staff, both on campus and at satellite locations, play a crucial role in advancing the goals of this plan and assuring the success of our students. We aim to be recognized as a model employer, including for those groups less traditionally represented among higher education professionals and who may need targeted recruitment efforts and supports.

GOAL # 13: Advance excellence in every capacity to fuel staff and faculty success.

RECOMMENDATIONS:

- Provide a supportive, challenging, responsive, and rewarding workplace environment for all staff and faculty, with opportunities, and appropriate training, for advancement into leadership roles
- Maintain our commitment to be recognized as one of the “Best Universities to Work For” for all employees
- Strengthen internal communication structures to promote campus-wide engagement, collaboration, and investment in institutional success
- Enhance our institutional focus on governance structures that best assure responsiveness, effectiveness, and accountability to goals
- Continuously assess University operations for efficient use of resources and accountability
- Foster and nurture a University-wide sense of community rooted in shared purpose, respect, and recognition of the vital role each one of us plays in achieving our institutional vision and mission

Assessment and Action Plan—Division of Campus Safety and Emergency Services

Divisional Area: Division of Campus Safety and Emergency Services

Web Address: safetydivision.syr.edu

Mission Statement: The mission of the Division of Campus Safety and Emergency Services is for our team of diverse, caring, and collaborative professionals to support the University community by enhancing safety, security, efficient transit of constituents, and by leading the identification and mitigation of risk.

Description of Service(s): Departments within the DCSES provide various services to include:

- Administrative oversight and support for all DCSES units for functions related to payroll, clerical, technical areas; budget development; and public media relations.
- Service to the University community and the safety of students, faculty and staff, and security for campus; law enforcement and investigative services, assistance to community members providing them with service that improves the quality of university life; responsibility for being the front line in homeland security as well as ensuring university properties are secure from damage or loss; and proactively identifying safety and environmental hazards on campus properties and in campus operations, and partnering with other campus departments in reporting.
- Identification and assessment of threats; administer plans to mitigate risks and decide how to avoid, reduce or transfer risks.
- Administration of campus parking and permit issuance; provide efficient, dependable, and sustainable transportation services; and manage event parking and transportation.
- Provide environmental health and safety information to the University campus community; providing guidance on regulations; administering programs which ensure regulatory compliance; responding to life safety, occupational health, and environmental inquiries, spills, and emergencies; providing environmental health and safety related training sessions; and conducting compliance inspections within the work place.

Assessment and Action Plan—Functional Area: Division-Wide

Fiscal Year 2018

PHASE I

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Actively engage in best practices in safety, risk and transportation and in professional development, for the collective future of our departments, and to sustain strong relationships and collaboration with campus partners.

Objectives (what the unit strives to accomplish in order to achieve each goal) (**Academic Strategic Plan Goal 13**)

- 1.1 Improve operational knowledge and increase business continuity for succession planning.
- 1.2 Develop employees to assume greater leadership responsibility.
- 1.3 Collaborate internally within DCSES to provide cross unit support toward each DCSES unit's goals.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	<ul style="list-style-type: none"> a. Meet with directors and identify what department sections are in need of succession planning. b. Identify employees that will participate in succession planning. c. Draft a plan, with measurable and achievable goals and objectives, and time schedules outlining how succession planning will occur. 	A. Callisto and direct reports	June 2018	
Obj. 1.2	<ul style="list-style-type: none"> a. Identify resources, training and operational experience that will be necessary to assume the position's role. b. Provide opportunities for training and operational experience to employees to develop their leadership skills. 	A. Callisto and direct reports	June 2018	
Obj. 1.3	<ul style="list-style-type: none"> a. Attend, participate, and interact in strategic planning meetings. b. Provide material support across units, share competent human resources, tools, materials and equipment. c. Engage in cross unit communication through regular meetings, planning sessions and planning workshops; unit will receive direct cross unit support, based on need and resources. 	A. Callisto and direct reports	June 2018	

Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies	
Obj. 1.1	<ul style="list-style-type: none"> ▪ 10 % of role(s)/function(s) of leaders are delegated to succession planning participants for leading and directing on their own with limited leader involvement. ▪ Succession planning participants are utilizing leadership skills to make decisions without prior consultation with supervisor. ▪ Ongoing conversations occur with all participants about how succession planning is working and feedback on areas that could be improved. 	
Obj. 1.2	<ul style="list-style-type: none"> ▪ 10% increase in leadership training opportunities. 	
Obj. 1.3	<ul style="list-style-type: none"> ▪ Goals and objectives outlined in plan are measurable and achievable. ▪ Unit goals will be 100% met. ▪ Cross unit collaboration with be routinized 100% 	
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)

PHASE I

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Lead and participate in initiatives that work to advance diversity and inclusion in our departments and in the community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 2, 4, 13).**

- 2.1 Champion global diversity and inclusion by consistently promoting collaboration, participation, and partnerships with people of all backgrounds, cultures, genders, sexual orientations, races, faiths, disabilities, ages, and income backgrounds.
- 2.2 Improve employee recruitment and retention efforts with a strong foundation of diversity and inclusion practices.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Attend, participate, coordinate or host speakers, lectures, training sessions and/or University/community dialogues. b. Develop employee cultural competencies and skills by promoting participation.	A. Callisto and direct reports	June 2018	
Obj. 2.2	a. Engage with University constituents and divisional departments for training/recruitment fairs to improve outreach and increase diversity opportunities. b. Provide employee development/training/conference opportunities to retain employees and promote professional growth.	A. Callisto and direct reports	June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	<ul style="list-style-type: none"> Open/honest communication and ongoing dialogue, improvement in retention and morale (specifically with division's staff and student employees). 80 % participation in University-wide surveys on diversity and inclusion, survey DCSES staff with an expected 80% response rate. 			
Obj. 2.2	<ul style="list-style-type: none"> Increase participation in job fairs by 25% and include multiple divisional departments for job fair representation. 10 % increase in staff development/training/conference opportunities. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Assessment and Action Plan—Functional Area: Administrative and Technical Services

Fiscal Year 2018

PHASE I

Functional Area: Technical Services

Leader(s): Donna Adams

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve and enhance information and communication about safety and security and related services for the University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

1.1 Review the feasibility of implementing a comprehensive electronic access control system for the University (year 1 of 2).

1.2 Develop phased implementation plan when directed by the SVP/CFO (Year 1 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Work with campus steering committee to research and identify vendors and costs associated with upgrading to a comprehensive electronic access control system for the University.	M. Kearns, P. Bowman, C. Stewart	February 2017	Completed
	b. Complete RFQ/RFI and finalize RFP to determine vendor(s) and all costs associated with upgrading a comprehensive electronic access control system.		February 2017	Completed
	c. Identify available funding sources, if any.		February 2017	Completed
	d. Involve Purchasing and submit proposals to steering committee.		May 2017	Completed
Obj. 1.2	a. Set meeting with the Senior Vice President / Chief Financial Officer (SVP/CFO) and present RFP findings.	D. Adams	December 2017	
	b. Outline multi-year implementation plan.	M. Kearns, D. Adams	December 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Identify a plan that would outline 100 % implementation of a comprehensive access control system.			
Obj. 1.2	▪ 5-10 year implementation plan to renew University's antiquated and disparate access control system.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Administrative Services**Leader(s): Donna Adams**

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve overall customer experience with departments within the division and University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

2.1 Increase efficiency in time and attendance system that coincides with University payroll system(s).

2.2 Create an environment of “one-stop shopping” for students, staff and faculty by assessing existing communications processes, walk-up services, and web page services for the division. (year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Coordinate a kick-off meeting to discuss system needs and existing processes.	M. Kearns	March 2017	Completed In Progress
	b. Investigate possibility of in-house development building cloud based platforms for scheduling and billing systems or see if a vendor application would better meets needs.	M. Kearns, C. Stewart, S. Manchin, D. Adams	August 2017	
	c. Once appropriate mechanisms are identified, develop a replacement plan for existing time and attendance system, billing and scheduling systems.	M. Kearns, D. Adams	March 2018	
	d. Coordinate with Comptroller/Payroll Offices and ensure the division has adequate representation for the PeopleSoft system upgrade.	D. Adams	June 2018	
	e. Replace the existing time and attendance system with the upgraded University PeopleSoft payroll system.	M. Kearns, C. Stewart, S. Manchin, D. Adams	June 2018	
Obj. 2.2	a. Work collaboratively with the University’s online platforms and branding departments to enhance website content, specifically Parking and Transit Services shuttle/transportation program.	C. Weber	December 2017	In Progress
	b. Explore/research the latest trends in social media. Network with other public communications professionals to generate ideas and increase knowledge of new and changing technological advances and marketing strategies.		December 2017	In Progress
	c. Generate taglines / branding for a “one-stop shopping” environment. Collaborate with students / student groups to create a new image.		June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ Supervisors will have 3% more time to focus on leading, managing, and developing employees versus the administrative work associated with the current time and attendance system.			
Obj. 2.2	▪ 20% increase in website and social media development venues for customers.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		

PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)
	<ul style="list-style-type: none"> ■ 	

PHASE I

Functional Area: Administrative and Technical Services

Leader(s): Donna Adams

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance technologies and technical services support for the division.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Continue to research Body Worn Cameras (BWC) and other safety technologies for the division; administer BWC grant award.
- 3.2 Identify technical services support deficiencies/efficiencies for departments within division and Reorganize Technical Services area to enhance support for the division.
- 3.3 Create efficiencies with divisional departments' paper and electronic file systems by electronically centralizing key information; utilize available OnBase technology and work with ITS to develop system.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Develop and disseminate BWC community survey for feedback on program.	J. Kotzur	October 2017	In Progress
	b. Disseminate BWCs to non-sworn DPS personnel and PTS personnel.	M. Kearns, S. Karpinko	December 2017	In Progress
	c. Investigate additional vendors, work with Federal grant Technical Team Assistants (TTA) to identify other BWC systems and opportunities for systems integrations.	M. Kearns	December 2017	
	d. Administer and prepare to close BWC grant.	J. Kotzur, D. Adams	June 2018	
Obj. 3.2	a. Create a plan outlining the mission/vision of the divisional technical support section and necessary functional areas.	D. Adams, M. Kearns	July 2017	In Progress
	b. Work collaboratively with the Office of Budget and Planning. Identify existing funding sources, including how Parking and Transit Services reorganization will impact and the division's technical support area.	D. Adams	August 2017	In Progress
	c. Create and/or update PERs, work with HR Compensation and HR Business Partner to determine what needs to be posted.	D. Adams, M. Kearns, J. Kotzur	December 2017	In Progress
Obj. 3.3	a. Initiate kick-off meeting with ITS to begin planning OnBase transition including identifying needs from various divisional departments.	D. Petrera	January 2017	Completed
	b. Create and build document storage areas that divisional staff can share and access information (with proper access rights).	D. Adams, D. Petrera	January 2017	Completed
	c. Add Risk Management and Regulatory Compliance to the OnBase system, identify key/critical documents, and begin the document scanning transition.	D. Adams, D. Petrera	January 2017	Completed
	d. Add the DCSES Administrative and Technical Services section and the Department of Public Safety to the OnBase system, identify key/critical documents, and begin the document scanning transition.	D. Adams, D. Petrera	December 2017	
		D. Adams, D. Petrera	June 2018	

	e. Add Parking and Transit Services section to the OnBase system, identify key/critical documents, and begin the document scanning transition.			
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ 100% implementation of BWC Program to designated personnel in DPS and PTS			
Obj. 3.2	▪ Reorganization planning completed 100%			
Obj. 3.3	▪ 100% centralized location for personnel records.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Technical Services

Leader(s): Donna Adams

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhanced safety and security technologies and technical services support for the Division.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 13)**

1.1 Replace the current access control system with a unified video access control system (year 2 of 2).

1.2 Update and unify parking gate arm technologies.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Present Enterprise Electronic Security Access Control Upgrade Proposal to Executive Vice President / Chief Financial Officer to determine if a funding source can be identified. b. Complete RFP process, select vendor(s), and begin implementation.	A. Callisto, D. Adams, M. Kearns	December 2017	In Progress
Obj. 1.2	a. Perform site surveys and feasibility studies. b. Explore if electronic access control will integrate with T2 Flex for gate arm access.	D. Adams, M. Kearns, P. Bowman, C. Steward, S. Manchin, R. Lavin, R. Azria	July 2018 July 2018	In Progress
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	<ul style="list-style-type: none"> A base funding source (estimated \$100,000 or 5% of total project cost), will form a foundation for distributing conversion costs over 10 years. The funding will provide proof of concept with no less than two conversions (building electronic access and parking gate control systems). 			
Obj. 1.2	<ul style="list-style-type: none"> The upgraded Parking T2 Flex system will provide a business decision-making tool to better align with the Campus Framework. Utilizing a unified, electronically managed system there is potential to save over \$100k in personnel operating costs. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
	<ul style="list-style-type: none"> 			
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

PHASE I

Functional Area: Technical Services & Public Information

Leader(s): Donna Adams

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve overall customer experience with the University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

2.1 Reevaluate if LiveSafe is the best option as a mobile duress application.

2.2 Create an environment of “one-stop-shopping” for students, faculty, and staff (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	<ul style="list-style-type: none"> a. Research and compare options for mobile duress/personal safety applications. b. Form a student focus group and create/disseminate a survey to obtain feedback on user habits, preferences, etc. c. Analyze results and provide a written recommendation outlining rationale to continue with existing vendor, initiate a different vendor or terminate services completely. 	M. Kearns, C. Weber	December 2018	
Obj. 2.2	<ul style="list-style-type: none"> a. Assess the overall accessibility of the existing communications process, walk-up services, and web page services for the University community. b. Create a written plan for creating a “one-stop-shopping” environment, including surveying the populations that we serve. 	C. Weber	January 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1, 2.2	<ul style="list-style-type: none"> ▪ 100% completion of understanding and planning for the next phase of mobile duress applications. ▪ 100% customer satisfaction. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		

FY 2020 GOALS

PHASE I

Functional Area: Technical Services & Public Information & Parking

Leader(s): Donna Adams

Goal 1(broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Provide DCSES and its customers with meaningful information about operations and efficiencies.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

1.1 Produce an annual report outlining operational statistics, points of interest, success stories.

1.2 Illustrate to department directors what areas are operating efficiently or may need additional resources.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Develop an online information management system to capture operational inefficacy and efficacy data (Collect information from all data points through identification of what data needs to be collected, how it is to be collected and link data to operational processes). b. Create an online web page and publish/market the information as an annual report.	M. Kearns, C. Stewart, C. Weber	June 2020	
Obj. 1.2	a. Sort data into a meaningful working document that is consistent/clear and identifies successes, shortfalls and allows for long-term fiscal planning. b. Provide data analysis of overall efficiencies with budget correlations.	D. Adams, M. Kearns, R. Azria, C. Weber	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1, 1.2	<ul style="list-style-type: none"> Creates the ability to compare 100% of data points with prior year in order to analyze the division's overall efficiencies and inefficiencies. Produces an informational report that can be utilized by 100% of news reporting students to enhance their research and reporting projects/class assignments throughout the academic year. Compares roughly 25% of an organizations tasks and objectives in relation to its overall fiscal year budgetary dollars. Enhances budgetary long-range planning. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

PHASE I

Functional Area: Public Information, Technical Services, Public Safety

Leader(s): Donna Adams

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance overall Divisional social media support.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goals 4, 13)

2.1 Keep current on changing social media platforms and the needs of students.

2.2 Increase student assistance with managing social media.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Review growth and engagement on current social media platforms. b. Create policy on how to share content and engage with followers on social media.	C. Weber, M. Kearns	June 2020	
Obj. 2.2	a. Solicit student feedback/focus groups on preferred social media platforms. b. Work with DPS recruitment and establish student training/internship program.	C. Weber, M. Kearns, B. Bleyle	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Objs. 2.1, 2.2	<ul style="list-style-type: none">Complete 100% research by end of FY 2020.Have program 100% complete by end of FY 2020.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none">	<ul style="list-style-type: none">		

Assessment and Action Plan—Functional Area: Global Safety & Support

Fiscal Year 2018

PHASE I

Functional Area: Global Safety and Support

Leader(s): Seth A. Tucker

Goal 1(broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Develop international and domestic crisis management resources at University locations outside of Onondaga County.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 2, 6, 9, 10, 13)**

- 1.1 Develop a list of police, fire, rescue, emergency management, and utility contacts local to each owned, operated, or controlled property outside of Onondaga County and establish a relationship with a representative for each area.
- 1.2 Develop a list of news resources local to each University owned, operated, or controlled property outside Onondaga County.
- 1.3 Develop a list of private health and security contactors that could be available to respond to a serious crisis local to each owned, operated, or controlled property overseas.
- 1.4 Plan in advance multiple redundant travel routes and methods for bringing main campus personnel to local sites to be used in the event a crisis exceeds capacity of local personnel.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Director and Emergency Management Coordinator will develop a list of support assets over the summer and then will begin to visit/contact local representatives of each to develop relationships that can be used should a local crisis occur.	S. Tucker, J. Hernon	May 2018	
Obj. 1.2	a. Director and Emergency Management Coordinator will research and compile a list of reliable print, broadcast, and social media new sources local to each site of University owned, operated, or controlled property outside Onondaga County.	S. Tucker, J. Hernon	June 2018	
Obj. 1.3	a. Research private health and security contractors that could be secured to respond to a large scale, catastrophic event involving University constituents and/or owned, operated, or controlled property overseas.	S. Tucker	June 2018	
Obj. 1.4	a. Director and Emergency Management Coordinator will research redundant travel routes and transportation methods for bringing main campus personnel to each site of a University asset	S. Tucker, J. Hernon	June 2018	

	outside Onondaga County for use should an event occur that exceeds the capacity of local personnel.			
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ 100% completed lists of stated local assets for each location.			
Obj. 1.2	▪ 100% completed roster of local contacts for each needed resource including redundant contacts where possible.			
Obj. 1.3	▪ Identified security and health contractor for severe emergencies overseas.			
Obj. 1.4	▪ List 100% completed for identified redundant travels routes and methods for each location of a University asset. List included in the Crisis Response Binder.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Global Safety and Support

Leader(s): Seth A. Tucker

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Review the University's travel policy and recommend updates that would serve to mitigate risk to institutional travelers including a policy on travel to high-risk locations.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 6, 10, 13)**

2.1 Develop a new travel safety policy.

2.2 Propose a distinct International Travel Safety Policy that addresses process for faculty, staff, graduate/professional students, and undergraduates.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Propose and receive approval to lead an institutional task force to propose a new international travel safety process. b. Support the task force by providing needed research and content experts to inform task force deliberations. c. Develop a policy that establishes travel risk tolerance for undergraduate, graduate/professional students, staff, and faculty. d. Develop processes that support the final approved policy.	S. Tucker	June 2018	
Obj. 2.2	a. Develop and receive approval for a distinct International Travel Safety Policy that addresses institutional travel requirements for faculty, staff, graduate/professional, and undergraduates. b. Develop processes that support the implementation of an international travel safety policy.	S. Tucker	June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	■ An approved travel safety policy and implemented attendant processes.			
Obj. 2.2	■ Developed and approved International Travel Safety Policy with 100% implementation.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		■		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Global Safety and Support

Leader(s): Seth A. Tucker

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Develop and implement an education and training program to reduce the risk to the health and safety of University travelers including establishing a website to provide information to University travelers.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 2, 6, 10, 13)**

- 3.1 Develop and implement pre-departure training for non-SU Abroad international travelers to include web-based information tools and products that enhance the safety of international travelers.
- 3.2 Develop information and training for travelers to high-risk locations.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Identify traveler preparation information. b. Develop a site map of proposed information to be included in a global travel web site. c. Work with DCSES PIO and other University offices to develop a travel web site.	S. Tucker S. Tucker, C. Weber S. Tucker, C. Weber	August 2017 September 2018 September 2018	
Obj. 3.2	a. Develop a live pre-departure training session for University constituents. b. Develop and implement training to complement the process for seeking approval for business travel to high risk locations.	S. Tucker	August 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj.3.1	▪ A completed and deployed University Travel web site.			
Obj. 3.2	▪ Training sessions 100% completed with content available on website and upon demand.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Global Safety and Support

Leader(s): Seth A. Tucker

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): In association with the University's Emergency Management team, develop a plan to assess emergency preparedness and crisis response resources for all University owned, operated, or controlled property outside of Syracuse.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 6, 10, 13)**

- 4.1 Evaluate the emergency management plans for each University owned, operated, or controlled property outside Onondaga County.
- 4.2 Conduct site visits for at least three University properties to examine emergency plans and assess their sufficiency.
- 4.3 Recommend enhancements to reviewed emergency management plans as warranted.
- 4.4 Establish crisis support plans with local personnel that comports with Division SOP for managing crises outside Onondaga County.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Collect and review emergency management plans for all University owned, operated, or controlled property outside Onondaga County.	S. Tucker, J. Hernon	December 2017	
Obj. 4.2	a. Identify any location missing an emergency management plan. b. Develop an appropriate plan to fill any gaps.	S. Tucker, J. Hernon	December 2017	
Obj. 4.3	a. Work with departments managing remote sites to secure funds to support site visits for each property and then conduct a site visit to examine sufficiency of existing emergency plans and to identify any gaps. b. Develop plans to remediate any identified deficiencies.	S. Tucker, J. Hernon	June 2018	
Obj. 4.4	a. Contact local personnel for all domestic properties owned, operated, or controlled by the University. b. Develop a plan to provide support in the event of a crisis.	S. Tucker	August 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ Acquired and reviewed copies of emergency management plans for each University owned, operated, or controlled property outside Onondaga County			
Obj. 4.2, 4.3	▪ Complete and updated plans that address any identified gaps in emergency planning			
Obj. 4.4	▪ Crisis response plans sensitive to local personnel and risks			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		▪		

PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)

PHASE I

Goal 5 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Assess the services provided by the Office of International and Domestic Travel Safety & Support.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 6, 10, 13)**

5.1 Develop an assessment plan for University travel services.

5.2 Ensure accurate collection of related data.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 5.1	a. Assess user satisfaction with pre-departure training and traveler services and information provided via the department website. b. Develop survey focused on areas for improvement targeted at key consumers.	S. Tucker	June 2018	
Obj. 5.2	a. Assess efficacy of crisis management preparation and response.	S. Tucker	June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 5.1	<ul style="list-style-type: none"> A completed assessment plan with commensurate data collections, analyses, and reporting. A completed survey focused on areas for improvement targeted at key consumers in the various areas of the University with significant numbers of travelers. 			
Obj. 5.2	<ul style="list-style-type: none"> A completed after-action review of any crisis managed over the review period and the efficacy of any emergency management plan in place. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
		<ul style="list-style-type: none"> 		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Fiscal Year 2019

PHASE I

Functional Area: Global Safety and Support**Leader(s): Seth A. Tucker**

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Mitigate the Risk to the University from the International Travel of University Constituents.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goals 4, 6, 9, 10, 13)

- 1.1 Institute a formal process for the review of high-risk travel.
- 1.2 Institute a process for mitigating risk associated with new international programs.
- 1.3 Identify a benchmark for international incidents to support the evaluation of risk mitigation strategies.
- 1.4 Survey all schools and colleges and auxiliary units to determine the extent of University-supported international travel.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	<ol style="list-style-type: none"> a. Institute a formal enumeration of institutional risk tolerance for each constituent group: undergraduate, graduate/professional, staff, faculty, and trustee. b. Develop a travel review committee to review high-risk travel requests. c. Develop a formal process for high risk travel review. 	S. Tucker	December 2018	
Obj. 1.2	<ol style="list-style-type: none"> a. Develop a risk rubric for assigning risk levels b. Develop a survey for constituents to identify areas of risk 	S. Tucker	October 2018	
Obj. 1.3	<ol style="list-style-type: none"> a. Analyze past international incidents addressed by the University and the attendant crisis response to seek common themes and effective response processes. b. Report on the findings and make suggested revisions to international crisis response. 	S. Tucker	March 2019	
Obj. 1.4	<ol style="list-style-type: none"> a. Develop a survey tool or similar mechanism to ascertain the extent of international travel. b. Deploy survey tool and complete a report of findings to share with the University community. 	S. Tucker	May 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ An established and active high-risk travel review committee with established attendant processes.			
Obj. 1.2	▪ A completed risk assessment tool and rubric used to review at least 5 sites by the end of the year.			
Obj. 1.3	▪ A revised and deployed international crisis management system.			
Obj. 1.4	▪ A completed survey of international travel with a response rate of at least 90% and the attendant report.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		

PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)
	▪	▪

Fiscal Year 2020

PHASE I

Functional Area: Global Safety and Support

Leader(s): Seth A. Tucker

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Mitigate the risk posed by the domestic travel of University constituents.

Objectives (what the unit strives to accomplish in order to achieve each goal) (**Academic Strategic Plan Goals 2, 6, 9, 10, 13**)

- 1.1 Institute a process for analyzing and mitigating risks associated with field trips, internships, volunteer experiences, and homestays that are part of international study.
- 1.2 Develop a process for conducting safety and risk site visits for SU Abroad-operated centers.
- 1.3 Develop a process for reviewing risks associated with international partner programs.
- 1.4 Develop a process for registering international travelers.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	<ol style="list-style-type: none"> a. Review existing processes for field trips, internships, volunteer experiences, and homestays that are part of international study. b. Develop consistent processes across sites. 	S. Tucker	June 2020	
Obj. 1.2	<ol style="list-style-type: none"> a. Develop appropriate tools for assessing safety and risks at SU-operated center location. b. Develop a plan to mitigate any identified safety risks. 	S. Tucker	May 2020	
Obj. 1.3	<ol style="list-style-type: none"> a. Develop appropriate tools for assessing safety and risks at partner programs. b. Develop a plan to mitigate any identified safety risks. 	S. Tucker	May 2020	
Obj. 1.4	<ol style="list-style-type: none"> a. Review software vendors that provide travel registration systems. b. Select and implement a travel registration system. 	S. Tucker	December 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	<ul style="list-style-type: none"> ▪ Deployed approved review and safety processes for international field trips, internships, volunteer experiences, and homestays with 100% compliance. 			
Obj. 1.2	<ul style="list-style-type: none"> ▪ Completed site assessment tools and completed assessments at two sites. <ul style="list-style-type: none"> ○ Completed mitigation plans for identified issues 			
Obj. 1.3	<ul style="list-style-type: none"> ▪ Completed site assessment tools for partner programs and completed assessments for at least two sites. <ul style="list-style-type: none"> ○ Completed mitigation plans for identified issues 			
Obj. 1.4	<ul style="list-style-type: none"> ▪ An operational registration system for international travel. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		

Assessment and Action Plan—Functional Area: Department of Public Safety

Fiscal Year 2018

PHASE I

**Functional Area: Law Enforcement and Community Policing
Emergency Communications Center**

**Leader(s): J. Sardino, K. Pabis
J. Hernon**

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Increase safety, security and quality of DPS services in the University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 13)**

- 1.1 Develop a pedestrian/bicycle safety program to improve safety for community members; develop/execute plan to educate community members on the program.
- 1.2 Develop a quality assurance program for the Emergency Communications Center.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Develop a pedestrian & bicycle safety committee. b. With committee input, develop a pedestrian & bicycle safety program. c. Develop social/news media plan to announce/educate community members. d. Implement pedestrian & bicycle safety program.	J. Sardino, K. Pabis K. Pabis K. Pabis, C. Weber K. Pabis	December 2017 March 2018 June 2018 June 2018	
Obj. 1.2	a. Establish criteria and protocol for quality assurance program. b. Evaluate ECC calls on a percentage basis to determine customer service and adherence to protocols.	J. Hernon, J. Santoferrara	January 2018 February 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	■ Conduct surveys after implementation to determine if pedestrians/bicyclists feel safer.			
Obj. 1.2	■ 10% of each dispatcher's calls will be evaluated.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	1.			

PHASE I

Functional Area: Training/Recruitment, Staff Development & Accreditation

Leader(s): R. Bleyle

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of DPS services utilizing best policies and practices in law enforcement.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 1 of 3).
- 2.2 Prepare for International Association of Campus Law Enforcement Administrators (IACLEA) evaluation to confirm continued compliance and accreditation with IACLEA (year 1 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Apply for accreditation through CALEA. b. Contract with PowerDMS software for CALEA accreditation. c. Review/revise SOPs to meet CALEA standards. d. Educate department members on CALEA accreditation process. e. Prepare for official CALEA assessment site visit.	R. Bleyle R. Bleyle, D. Adams R. Bleyle, C. Woods, P. Laun R. Bleyle, C. Woods R. Bleyle, C. Woods	July 2017 September 2017 January 2020 January 2018 June 2020	
Obj. 2.2	a. Prepare and document proofs of continued IACLEA accreditation. b. Prepare for IACLEA site visit for re-evaluation.	R. Bleyle, C. Woods	January 2019 June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ 100% successful assessment from CALEA onsite visit and award of accreditation.			
Obj. 2.2	▪ 100% successful re-evaluation of continued compliance with IACLEA accreditation.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	2.			

PHASE I

Functional Area: Law Enforcement and Community Policing

Leader(s): J. Sardino, V. Thompson

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance existing interdepartmental collaboration, cooperation, and transparency with area/state law enforcement agencies.

Objectives (what the unit strives to accomplish in order to achieve each goal)

- 3.1 Improve interdepartmental collaboration, cooperation, and transparency with the DeWitt Police Department (DPD) and the Onondaga County Sheriff's Office (OCSO).
- 3.2 Develop and coordinate a joint operating procedure with the DPD and the OCSO, similar to the joint operating procedure that currently exists with the Syracuse Police Department.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Meet with OCSO to discuss joint operating procedures. b. Meet with DPD to discuss joint operating procedures.	V. Thompson	December 2016 December 2017	Completed
Obj. 3.2	a. Draft Joint SOP for review by DPS and OCSO. b. Review Joint SOP with University Counsel and OCSO, approve and disseminate SOP. c. Draft Joint SOP for review by DPS and DPD. d. Review Joint SOP with University Counsel and DPD, approve and disseminate SOP.	V. Thompson R. Maldonado, J. Sardino, V. Thompson V. Thompson R. Maldonado, J. Sardino, V. Thompson	December 2016 March 2017	Completed Awaiting Approval
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1, 3.2	▪ Completion and implementation of Joint Operating Procedures with OCSO and DPD, 100% compliance with SOP review by DPS members.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Fire & Life Safety Services

Leader(s): J. Rossiter, B. O'Hara

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance health and fire life safety of University community members.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13).

- 4.1 Offer Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) and First Aid training classes to the campus community.
- 4.2 Improve fire safety preparedness as it pertains to students in off campus housing.
- 4.3 Improve safety of community members while utilizing mechanical amusement rides during campus events by developing and implementing a campus wide safety policy.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Determine campus need for the service by meeting with SUA. b. Work out details and logistics for providing the training to campus community members. c. Develop monthly open Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) and First Aid training classes with Syracuse University Ambulance (SUA) for the campus community and implement monthly training schedule. d. Utilize staff from SUA and Fire and Life Safety Services (FLSS) to serve as instructors.	J. Rossiter B. O'Hara B. O'Hara B. O'Hara	October 2017 October 2017 December 2018 Ongoing	
Obj. 4.2	a. Communicate the need to stakeholders for fire safety preparedness for students living in off campus housing. b. Meet with stakeholders to strategize and determine best ways to communicate information to students living off campus. c. Coordinate a fire safety outreach program in conjunction with The Office of Off Campus and Commuter Services for students living off campus in non-University affiliated housing. d. Identify/develop and offer training options for community members (online, face-to-face...).	J. Rossiter J. Rossiter, B. Tarolli B. Tarolli B. Tarolli	October 2017 November 2017 February 2018 Ongoing	
Obj. 4.3	a. Coordinate the development of the policy with FYTP, Student Activities Office and the Events Office. b. Distribute draft policy to stakeholders for review. c. Finalize policy, disseminate and enforce.	B. O'Hara	January 2018 April 2018 June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	■ 10% Increase in number of persons on campus trained in life saving CPR/AED certification.			
Obj. 4.2	■ Track number of training classes provided and attendee numbers.			
Obj. 4.3	■ Standardized requirements and enforcement for mechanical amusement rides used during special events with 100% compliance.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		

PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)

Fiscal Year 2019

PHASE I

Functional Area: Law Enforcement and Community Policing **Leader(s):** J. Sardino
 Training/Recruitment, Staff Development & Accreditation R. Bleyle

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve trust and relationships with University Community members.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

1.1 Complete the incorporation of Blue Courage training for DPS members.

- 1.2 Distribute a comprehensive survey to engage the community and determine the level of trust the community has for DPS; create action items based on results to improve relationships.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Implement Blue Courage training into in-service training curriculum as an annual topic. b. Increase the number of Blue Courage Trainers.	R. Bleye	November 2018 June 2019	
Obj. 1.2	a. Collaborate with Crime Prevention Coordinator to develop survey questions. b. Work with the Office of Institutional Research & Assessment (OIRA), Crime Prevention, and Bird Library Security Coordinator to implement survey and summarize results. c. Create action plan based on results.	J. Sardino, R. Beauford R. Beauford, C. McCurty, G. Wazen C. McCurty, G. Wazan	July 2018 September 2018 January 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Add two additional Blue Courage trainers for the department.			
Obj. 1.2	▪ At least 25% participation in survey from community members.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Law Enforcement and Community Policing
Emergency Communications Center

Leader(s): J. Sardino

J. Hernon

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Increase safety, security and quality of DPS services in the University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Increase use and follower numbers on social media.
- 2.2 Explore alternate patrol and emergency communications scheduling options.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Utilize DPS resources to increase followers (promote social media through different tabling/events).	J. Sardino	August 2018	
	b. Collaborate with DCSES PIO to track usage and follower numbers.	J. Sardino, C. Weber	January 2019	
Obj. 2.2	a. Form committee to discuss scheduling options that includes administration, and members from patrol and the Emergency Communications Center.	J. Sardino, J. Hernon	July 2018	
	b. Create scheduling options plans for each area.		November 2018	
	c. Initiate Pilot Program for patrol and emergency communications		January 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ 5% increase in followers on social media compared to previous semester.			
Obj. 2.2	▪ 100% roll out of pilot program for patrol and emergency communications areas.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	3.			

PHASE I

Functional Area: Students for Community Safety Program
Training Recruitment/ Staff Development and Accreditation

Leader(s): K. Busse

R. Bleyle

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of DPS services utilizing best policies and practices in law enforcement.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Improve supervision at the SCS Program by transitioning student supervisor positions to full-time academic year coordinator positions.
- 3.2 Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 2 of 3).

3.3 Prepare for International Association of Campus Law Enforcement Administrators (IACLEA) evaluation to confirm continued compliance and accreditation with IACLEA (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Meet with DCSES Administrative and Technical Services Director to review budget/wages for positions. b. Implement schedule to fade out student supervisor positions and used saved wages for coordinator positions.	K. Busse	August 2018 June 2019	
Obj. 3.2	a. Review/revise SOPs to meet CALEA standards. b. Continue to educate department members on CALEA accreditation process. c. Prepare for official CALEA assessment site visit.	R. Bleyle, C. Woods, P. Laun R. Bleyle, C. Woods R. Bleyle, C. Woods	January 2020 January 2019 June 2020	
Obj. 3.3	a. Prepare and document proofs of continued IACLEA accreditation. b. Prepare for IACLEA site visit for re-evaluation.	R. Bleyle, C. Woods	January 2019 June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ 100% transition to full-time academic year coordinator positions for assisted supervision of SCS Program.			
Obj. 3.2	▪ 100% successful assessment from CALEA onsite visit and award of accreditation.			
Obj. 3.3	▪ 100% successful re-evaluation of continued compliance with IACLEA accreditation.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Law Enforcement and Community Policing

Leader(s): R. Maldonado, J. Sardino, V. Thompson

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance existing interdepartmental collaboration, cooperation, and transparency with area/state law enforcement agencies.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 4.1 Review and revise as necessary the existing Memorandum of Understanding with the Syracuse Police Department (SPD).
- 4.2 Enhance training with outside law enforcement agencies.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
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Obj. 4.1	a. Coordinate meeting with SPD to discuss MOU. b. Work in collaboration with SPD to draft any necessary changes. c. Review MOU with SPD Administration and SU Legal Counsel. d. Finalize, sign, and disseminate revised MOU.	A. Callisto, B. Maldonado, J. Sardino	December 2018 December 2018 May 2019 June 2019	
Obj. 4.2	a. Meet with area law enforcement agencies to collaborate on joint training sessions. b. Develop schedule to train jointly on certain identified law enforcement subjects annually.	J. Sardino, R. Bleye	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ Revised MOU 100% complete and issued to DPS and SPD staff members.			
Obj. 4.2	▪ Minimum of one joint training session annually.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Fire & Life Safety Services

Leader(s): J. Rossiter, B. O'Hara

Goal 5 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance health and fire life safety of University community members.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

- 5.1 Upgrade the Onsite Dashboard system for real-time tracking of life safety system inspections.
- 5.2 Develop a pedestrian safety (shared roadway/crosswalk usage) awareness program.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
	a. Coordinate information meeting date with vendor.	J. Rossiter	April 2019	

Obj. 5.1	b. Determine the amount of data transfer required. c. Obtain cost for upgrade. d. Seek budget approval.		April 2019 May 2019 June 2019	
Obj. 5.2	a. Contact and coordinate a meeting with NewHouse for program design. b. Determine any costs with development and implementation. c. Determine distribution mode and cost implementation. d. Implement new program into University network television and social media sites.	O'Hara	November 2018 December 2018 January 2019 January 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 5.1	▪ 75% implementation of dashboard upgrade into department electronic tracking system.			
Obj. 5.2	▪ 5% increase in number of viewers from social media between Spring 2019 and Fall 2019 semester.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Emergency Management/Business Continuity

Leader(s): J. Hernon

Goal 6 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Advance University campus resilience and preparedness as it pertains to emergency preparedness and business continuity.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

6.1 Enhance emergency plans and policies.

6.2 Formalize business continuity into plans and policy for buildings on campus. (Year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 6.1	a. Review all current plans. b. Revise to ensure plans are up to date utilizing best practices.	J. Hernon	January 2019 June 2019	
Obj. 6.2	a. Identify which departments in buildings need plans and policies for business continuity. b. Formalize business continuity at the building/department level.	J. Hernon	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 6.1	▪ 90% completion of annual review of current plans.			
Obj. 6.2	▪ 50% of building level plans developed for research programs around campus during first year.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Fiscal Year 2020

PHASE I

**Functional Area: Law Enforcement and Community Policing
Students for Community Safety**

**Leader(s): J. Sardino, R. Beauford
K. Busse**

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Increase safety, security and quality of DPS services in the University community.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

- 1.1 Involve Patrol and Students for Community Safety employees in distributing tips/information on DPS services to community members.
- 1.2 Develop internal Communication Circles program.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Develop and provide materials regarding services to SCS students to distribute in residence halls.	C. McCurty, K. Busse	December 2019	
	b. Develop and provide materials for Patrol members to distribute to faculty and staff members in campus buildings.	C. McCurty, Patrol Supervisors	December 2019	
Obj. 1.2	a. Assign committee to develop Communication Circles Program.	J. Sardino, R. Beauford	November 2019	
	b. Roll out initial program with participation from Community Service Officers, Public Safety Officers, Students for Community Safety, and Supervisors.	J. Sardino, R. Beauford	January 2020	
	c. Train DPS members to become facilitators of Community Circles Program.	R. Beauford	May 2020	
	d. Develop annual schedule for program.	J. Sardino, DPS Supervisors	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Distribute materials in 100% of residence halls and 50% of departments/academics in buildings.			
Obj. 1.2	▪ 2 Communication Circles Program scheduled annually.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Training/Recruitment, Staff Development & Accreditation
Emergency Management/Business Continuity

Leader(s): R. Bleyle
J. Hernon

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of DPS services utilizing best policies and practices in law enforcement.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Prepare for successful achievement of accreditation through the Commission on Accreditation for Law Enforcement (CALEA) for the Department of Public Safety (year 3 of 3).
- 2.2 Formalize business continuity into plans and policy for buildings on campus. (Year 2 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Review/revise SOPs to meet CALEA standards. b. Continue to educate department members on CALEA accreditation process. c. Prepare for official CALEA assessment site visit.	R. Bleyle, C. Woods, P. Laun R. Bleyle, C. Woods R. Bleyle, C. Woods	January 2020 January 2020 June 2020	
Obj. 2.2	a. Continue to identify which departments in buildings need plans and policies for business continuity. b. Formalize business continuity at the building/department level.	J. Hernon	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ 100% successful assessment from CALEA onsite visit and award of accreditation.			
Obj. 2.2	▪ 100% of building level plans developed for research programs around campus.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Fire & Life Safety Services

Leader(s): J. Rossiter, B. O'Hara

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance health and fire life safety of University community members.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Re-evaluate the internal sprinkler obstruction schedule.
- 3.2 Implement and improve community dialogue among Fire and Life Safety Services (FLSS), Campus Planning, Design and Construction (CPDC), and Syracuse Fire Prevention.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Review current schedule. b. Update schedule with newly installed systems. c. Determine if current budget is appropriate.	J. Rossiter	December 2019 June 2020	
Obj. 3.2	a. Coordinate initial meeting with stakeholders. b. Develop working document and procedures.	R. Stevens	December 2019 June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ 100% of schedule updated as related to newly installed sprinkler systems.			
Obj. 3.2	▪ 100% approval from stakeholders for improved communication procedures.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Emergency Management/Business Continuity

Leader(s): J. Hernon

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Advance University campus resilience and preparedness as it pertains to emergency preparedness and business continuity.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

- 4.1 Develop community preparedness programs.
- 4.2 Enhance relationships with community partners in emergency management.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Develop a community training program to develop/address disaster skills. b. Schedule training sessions for community members.	J. Hernon	December 2019 June 2020	
Obj. 4.2	a. Initiate meeting with partners at the local, state, and federal levels, including the Red Cross. b. Work to improve collaboration/training between emergency response partners.	J. Hernon	December 2019 June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ Hold at least one training session per semester for community members.			
Obj. 4.2	▪ Develop workshops and meetings with County/NYS/FEMA and other NGOs.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Assessment and Action Plan—Functional Area: Environmental Health & Safety Services

Fiscal Year 2018

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Promote, guide and enhance health and safety at Syracuse University

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 1.1 Better align EHSS resources to improve EHSS' capacity to assist academic units in both laboratory safety and workshop safety.
- 1.2 Enhance and develop new communication methods to effectively promote safety at the University. (year 1 of 4)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Hire two new staff positions. b. Re-organize EHSS to better align resources. c. Solicit input from stakeholders to help identify initial priorities and focus initiatives in laboratory and workshop safety.	T. Coughlin, G. Moll B. Ponza & EHSS staff T. Coughlin, G. Moll	October 2017 January 2018 May 2018	
Obj. 1.2	a. Develop a minimum of 3 laboratory safety guidance documents to provide easy to understand information to assist laboratory personnel with specific laboratory safety topics. b. Develop a minimum of 3 workshop and/or general occupational health safety guidance documents to provide easy to understand information to assist Campus Facilities and/or academic workshop personnel with specific occupational health and safety topics.	T. Coughlin G. Moll	April 2018 April 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	<ul style="list-style-type: none"> Two new EHSS staff members hired and department re-aligned by January 2018. 			
Obj. 1.2	<ul style="list-style-type: none"> At least 6 new safety guidance documents developed during the 2018 Fiscal Year. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 1.1				
Obj. 1.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 1.1				
Obj. 1.2				

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Successfully administer, develop and promote programs and practices to aid the University in achieving and maintaining environmental, health, and safety regulatory compliance.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

2.1 Assist the University in complying with revised federal hazardous waste regulations that become effective in 2018 (Year 1 of 2).

2.2 Enhance and develop new communication methods to effectively promote environmental regulatory compliance at the University (Year 1 of 4).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Perform a gap analysis to identify components of the revised hazardous waste regulations that differ from the University's current hazardous waste management program. b. Update the written program documents and related forms and labels to incorporate the new and/or revised requirements.	D. Klaczany	December 2017 June 2018	
Obj. 2.2	a. Develop a minimum of 3 environmental compliance guidance documents to provide easy to understand information to assist the University community in complying with select environmental compliance related regulations. b. Develop a minimum of 3 hazardous waste related guidance documents to provide easy to understand information to assist the University community in complying with select components of the University's hazardous waste program and related rules and regulations.	C. Ames D. Klaczany	April 2018 April 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	■ Program changes made and forms revised and ready for use by June 2018. ■ No items of non-compliance identified during periodic NYS DEC Hazardous Waste Inspection.			
Obj. 2.2	■ At least 6 new compliance guidance documents developed during the 2018 Fiscal Year.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 2.1				
Obj. 2.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 2.1				
Obj. 2.2	■			

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Provide efficient and effective environmental health and safety services to the University community utilizing best policies and practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13)

- 3.1 Streamline and revise the University's PCB Management Program by identifying components of current program and standard operating procedures that surpass regulatory requirements and could be modified, reduced, or eliminated.
- 3.2 Revise the University's Hazard Communication Program to incorporate product exemptions and eliminate associated exempt product reporting requirements.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Review applicable PCB regulations and compare to the University’s current PCB Management program and standard operating procedures.	G. Moll	August 2017	
	b. Identify components of the University’s current program and standard operating procedures that surpass regulatory requirements and could be modified, reduced, or eliminated.	G. Moll	September 2017	
	c. Create a summary document(s) that identifies proposed PCB program modifications, and communicate the proposed modifications to University administration and legal counsel.	G. Moll, B. Ponza	October 2017	
	d. Implement the approved modifications to the PCB programs and standard operating procedures, and revise written documents to reflect modifications.	G. Moll, B. Ponza	May 2018	
Obj. 3.2	a. Review OSHA’s Hazard Communication Standard and identify allowable product exemptions.	G. Moll	September 2017	
	b. Create a document(s) that summarizes proposed University’s Hazard Communication Program modifications that could be made to incorporate the allowable product exemptions and communicate the proposed modifications to University administration and legal counsel.	G. Moll, B. Ponza	October 2018	
	c. Implement the approved modifications and revise written documents to reflect modifications.	G. Moll	March 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ Revised PCB program finalized and communicated to impacted University personnel before May 2018.			
Obj. 3.2	▪ Product exemption revisions to the University’s Hazard Communication Program finalized and communicated to impacted University personnel before March 2018.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		

Obj. 3.1		
Obj. 3.2		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)
Obj. 3.1		
Obj. 3.2		

Fiscal Year 2019

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Promote, guide and enhance health and safety at Syracuse University.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

1.1 Expand and enhance EHSS' role in assisting academic and campus facility units in both laboratory safety and workshop safety (Year 1 of 3).

1.2 Enhance and develop new communication methods to effectively promote safety at the University (Year 2 of 4).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Develop a list of priorities and focus initiatives in laboratory and workshop safety.	T. Coughlin, G. Moll, B. Ponza	August 2019	
	b. Implement a minimum of 1 new initiative focused on enhancing and improving safety in academic research and/or teaching laboratories.	T. Coughlin, G. Moll	January 2020	
	c. Implement a minimum of 1 new initiative focused on enhancing and improving safety in academic workshop and/or facility maintenance work areas.	T. Coughlin, G. Moll	January 2020	
Obj. 1.2	a. Identify new method(s) to effectively and efficiently offer select EHSS safety trainings.	G. Moll	August 2019	
	b. Identify current EHSS safety trainings that could be offered using new method(s) and prioritize which of these identified trainings would benefit the University community the most.	G. Moll, T. Coughlin	December 2019	
	c. Select a minimum of 2 safety trainings to re-develop using new method(s).	G. Moll, T. Coughlin	February 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Successful implementation of at least 2 new safety initiatives during the 2019 Fiscal Year.			
Obj. 1.2	▪ New training method(s) identified by February 2020.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 1.1				
Obj. 1.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 1.1				
Obj. 1.2				

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Successfully administer, develop and promote programs and practices to aid the University in achieving and maintaining environmental, health, and safety regulatory compliance.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

2.1 Assist the University in complying with revised federal hazardous waste regulations that become effective in 2018. (Year 2 of 2)

2.2 Enhance communication methods to effectively promote compliance at the University. (Year 2 or 4)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Communicate the new requirements of the federal hazardous waste program and the revisions to the University's hazardous waste program to affected University faculty, staff and students. b. Update EHSS' Hazardous Waste Management website and Hazardous Waste Management training modules. c. Educate/train affected faculty, staff and student on the new requirements.	D. Klaczany	July 2018 December 2018 March 2019	
Obj. 2.2	a. Identify new method(s) to effectively and efficiently offer select EHSS compliance trainings. b. Identify current EHSS compliance trainings that could be offered using new method(s) and prioritize which of these identified trainings would benefit the University community the most. c. Select a minimum of 2 compliance trainings to re-develop using new method(s).	G. Moll C. Ames C. Ames	November 2018 January 2019 May 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	■ Program changes communicated to affected University community by March 2019. ■ No items of non-compliance identified during periodic NYS DEC Hazardous Waste Inspection(s).			
Obj. 2.2	■ New training method(s) identified by February 2019.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 2.1				
Obj. 2.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Obj. 2.1		
Obj. 2.2		

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Provide efficient and effective environmental health and safety services to the University community utilizing best policies and practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Provide current and accurate standard operating procedures for EHSS response operations.
3.2 Identify opportunities to more efficiently and effectively meet EHSS's objectives. (Year 1 of 3)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Develop a list of EHSS operations for which written SOPs would be beneficial. b. Create SOPs for the identified operations using DCSSES's standardized format.	EHSS Managers	August 2018 June 2019	
Obj. 3.2	a. Review select EHSS operations and processes rank the processes based on their efficiency and effectiveness. b. Select two inefficient and/or ineffective operations/processes and identify aspects of the operation/process that could be modified or enhanced to improve efficiency and/or effectiveness.	EHSS Managers	August 2018 May 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ SOPs developed for 10 major EHSS response operations by June 2019.			
Obj. 3.2	▪ Components of at least two EHSS programs warranting efficiency/effectiveness improvements identified before by 2019.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 3.1				
Obj. 3.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 3.1	▪	▪		
Obj. 3.2	▪	▪		

Fiscal Year 2020

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Promote, guide and enhance health and safety at Syracuse University.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goals 4, 13)

1.1 Expand and enhance EHSS' role in assisting academic and campus facility units in both laboratory safety and workshop safety. (Year 2 of 3)

1.2 Enhance and develop new communication methods to effectively promote safety at the University. (Year 3 of 4)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Re-evaluate stakeholder's needs and implement at least 1 new laboratory safety initiative.	T. Coughlin	June 2020	
	b. Re-evaluate stakeholder's needs and implement at least 1 new workshop safety initiative.	G. Moll	June 2020	
Obj. 1.2	a. Perform a gap analysis of EHSS training topics and identify new safety training topics that should be offered.	G. Moll	December 2019	
	b. Develop 2 new safety training modules to enhance and promote safety.	G. Moll, T. Coughlin	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Successful implementation of at least 2 new safety initiatives during the 2020 Fiscal Year.			
Obj. 1.2	▪ Two new safety training topics identified and new training modules developed by June 2020.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 1.1				
Obj. 1.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 1.1	▪			
Obj. 1.2	▪			

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Successfully administer, develop and promote programs and practices to aid the University in achieving and maintaining environmental, health, and safety regulatory compliance.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13)

2.1 Identify components of select EHSS compliance programs that could be modified to better align with current regulations and/or best accepted practices. (Year 1 of 2)

2.2 Enhance communication methods to effectively promote compliance at the University. (Year 3 of 4)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Review current environmental regulations and best practices to identify University compliance programs that should be updated to better align with current accepted best practices or regulations. b. Select one compliance programs that would benefit most from an update and update the program to better align with current regulations and/or accepted best practices.	C. Ames	December 2019 June 2020	
Obj. 2.2	a. Perform a gap analysis of EHSS training topics and identify new compliance training topics that should be offered. b. Develop two new environmental compliance training modules to enhance and promote environmental regulatory compliance.	G. Moll C. Ames, D. Klaczany	December 2019 June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ One compliance program selected to be updated to better align with current regulations and/or best accepted practices commenced before June 2020.			
Obj. 2.2	▪ Two new environmental compliance training topics identified and new training modules developed by June 2020.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 2.1				
Obj. 2.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 2.1	▪			
Obj. 2.2	▪			

PHASE I

Functional Area: Environmental Health and Safety Services - All Units

Leader(s): EHSS Director and Unit Managers

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Provide efficient and effective environmental health and safety services to the University community utilizing best policies and practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13)

3.1 Broaden EHSS staff technical and leadership skills. (Year 1 of 2)

3.2 Identify opportunities to more efficiently and effectively meet EHSS's objectives. (Year 2 of 3)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Identify continuing education opportunities to enhance technical and leadership knowledge and/or skills of EHSS staff. b. Begin to implement identified opportunities to enhance technical and leadership skills of EHSS staff.	EHSS Managers	August 2019 June 2020	
Obj. 3.2	a. For two EHSS operations/processes implement modifications to enhance efficiency and/or effectiveness. b. Train affected personnel on the modified processes/operations.	EHSS Managers	May 2020 June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ Each EHSS staff member participated in at least one activity to broaden their technical/leadership knowledge and/or skills before the end of the 2020 Fiscal Year.			
Obj. 3.2	▪ Efficiency and/or effectiveness enhancements made to components of at least two EHSS programs before June 2020.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
Obj. 3.1				
Obj. 3.2				
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
Obj. 3.1	▪			
Obj. 3.2	▪			

Assessment and Action Plan—Functional Area: Parking & Transit Services

Fiscal Year 2018

PHASE I

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance customer support and the customer experience through advanced technology.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

- 1.1 Collaborate with Athletics and the Carrier Dome ticket office to develop and offer prepay parking for football and basketball seasons.
- 1.2 Collaborate with HR Health and Wellness team to develop a Park/Stride exercise app. (counts calories burned walking from parking location)
- 1.3 Integrate and automate to a uniform access control system in lots and garages. (Year 2 of 4)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	<ul style="list-style-type: none"> a. Increase parking booths (4) increasing access points to parking area in Skytop. b. Enable customers to purchase parking pass through ticket office at the time of purchasing ticket. c. Communicate new option via social media and online purchasing to University and surrounding community members. 	J. Carfi, D. Baily J. Carfi, Athletic, Dome staff J. Carfi	June 2018 December 2018 December 2018	
Obj. 1.2	<ul style="list-style-type: none"> a. Work collaboratively with the Human Resources Wellness program staff to develop program. b. Purchase / develop signs identifying parking / walking to office location and calorie reduction. c. Engage in social media campaign to promote app to community members. 	J. Carfi M.Oda, J. Carfi, Wellness Team J. Carfi, Wellness Team	June 2018 June 2018 June 2018	
Obj. 1.3	<ul style="list-style-type: none"> a. Continue to work collaboratively with DCSES technical services, ITS, and our vendor T2 systems to implement universal access control for gated lots and garages. b. Strategically plan and launch a proof-of-concept system at one of the parking lot entrances. 	M. Oda, R. Caruth, R. Azria	June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	<ul style="list-style-type: none"> ▪ Reduction in cash handling, ease of parking for athletic events. 			
Obj. 1.2	<ul style="list-style-type: none"> ▪ Track subscriber usage, target is 5% increase in usage after first semester or rollout. 			
Obj. 1.3	<ul style="list-style-type: none"> ▪ Reduction in labor costs at parking facilities, revenue from permit/pass purchases. 			

PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)

PHASE I

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve relationships with, and services to, the University community using best practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Improve appearance of parking areas on campus; identify and implement a sealing and striping action plan for all parking areas on campus.
- 2.2 Improve parking functions to become more efficient and more financially self-sufficient.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	<ul style="list-style-type: none"> a. Develop a parking lot maintenance plan. b. Meet with both CPDC / Physical plant to assign tasks and levels. c. Receive bids from external sources / award bids. d. Develop multi-year schedule for updating various parking areas. 	M. Oda J. Carfi, M. Oda J. Carfi, M. Oda J. Carfi, M. Oda	July 2017 June 2018 June 2018 June 2018	
Obj. 2.2	<ul style="list-style-type: none"> a. Establish an ad hoc campus parking study committee. b. Lead committee to focus on the current state of the parking inventory, rates, subsidies, and comparison in an effort to make parking functions more efficient and more financially self-sufficient. c. Provide recommendations to DCSES leadership. 	J. Carfi J. Carfi, D. Bailey, R. Azria, C. Grey J. Carfi	June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	<ul style="list-style-type: none"> ▪ 10% of parking areas completed in year one. 			
Obj. 2.2	<ul style="list-style-type: none"> ▪ Completed study on current state of the parking inventory, rates, subsidies, and comparison. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve PTS operations and efficiency for department members.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13)

- 3.1 Implement a PTS vehicle fleet replacement schedule.
- 3.2 Develop and implement a PTS employee training program.
- 3.3 Upgrade handheld devices to iPhones and Ipads

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	<ul style="list-style-type: none"> a. Analyze current vehicle fleet (make model, mileage, condition). b. Develop a three to five year vehicle replacement plan based on analytical data. c. Identify specific vehicle make and model that will be the most cost effective and appropriate for service in the PTS fleet. 	M. Oda / R. Caruth/ J. Carfi	06/30/18	
Obj. 3.2	<ul style="list-style-type: none"> a. Work with office of Human Resource training team to identify and develop training program specific to customer service / parking situations. b. Develop and implement a training schedule for Field and office staff. 	J. Carfi and Senior Management team	06/30/18	
Obj. 3.3	<ul style="list-style-type: none"> a. Work with our internal IT/ telecommunications staff to identify the appropriate electronic device for ticket writing. b. Purchase and train staff with the appropriate identified device 	C. Grey/R. Lavin/M. Kearns	06/30/18	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	<ul style="list-style-type: none"> ▪ Replacement of at least one vehicle per year (or as PTS budget allows); reduction in vehicle maintenance costs. 			
Obj. 3.2	<ul style="list-style-type: none"> ▪ 100% successful documented completion of training by PTS staff; Improved/documentated interaction between PTS Office and Field staff with faculty, staff, students, guests, visitors. 			
Obj. 3.3	<ul style="list-style-type: none"> ▪ Total elimination of the electronic outdated handheld devices; purchase and implementation of either cell phones or ipads for ticket writing. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (how will results be used to make improvements)	Follow-up (how will unit know if change made a difference)		
	1.			

PHASE I

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Support and assist University community members with maintaining compliance with PTS policies and regulations.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

4.1 Deploy booting/immobilization devices for parking violators.

4.1 Educate South Campus students on transportation and parking services.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. File the appropriate booting permit with City of Syracuse. b. Purchase vehicle boots, develop/implement SOP regarding booting vehicles parked illegally. c. Increase revenue and compliance from parking violators.	J.Oda, J. Carfi J. Oda, J. Carfi J. Carfi	December 2017 January 2018 June 2018	
Obj. 4.2	a. Work with South Campus Housing to develop programs and materials to provide to students as they move to South Campus. b. Complete enhanced and user friendly web-site page with South Campus specific information and link. c. Implement schedule during move-in to ensure physical presence of PTS Staff on South Campus. d. Attend open houses and have a presence at South Campus events / Goldstein. e. Increase use of Twitter to deliver information.	K. Ryle /R. Azria/ J. Carfi K. Ryle	September 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	■ Reduction of towed vehicles vs booted vehicles			
Obj. 4.2	■ Attendance ■ Increase understanding of Bus transportation system ■ Increased Interaction between students and staff			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Fiscal Year 2019

PHASE I

Functional Area: **Parking and Transit Services**

Leader(s): PTS Director and AD's

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance customer support and the customer experience through advanced technology.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

1.1 Integrate and automate to a uniform access control system in lots and garages. (Year 3 of 4)

1.2 Analyze license plate reader recognition software to determine if it can be integrated into the access control system. (Year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Inventory and evaluate current technology and make recommendations for equipment upgrades that are in line with best practices. b. Identify vendors and obtain quotes. c. Work collaboratively with internal and external resources. d. Prioritize recommended changes in order of financial need. e. Make recommendations based on findings and proposals from vendors. f. Replace existing software and hardware.	M. Oda R. Caruth R. Azria	June 2019	
Obj. 1.2	a. Identify vendors and obtain quotes. b. Prioritize recommended changes in order of financial need. c. Make recommendations based on findings and proposals from vendors.	M. Oda R. Caruth R. Azria	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ 75 % of information / quotes will be gathered to move to next stage in process ▪ Lots and garages will have updated access control equipment (subject to funding approval) for 20%			
Obj. 1.2	▪ 100 % of quotes will be obtained			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve relationships with, and services to, the University community using best practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Conduct survey for community members (students, faculty, staff) about their overall experience with PTS staff and systems.
- 2.2 Conduct internal climate survey with PTS employees.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Develop survey questions for community members. b. Work with OIRA to implement survey. c. Summarize results and develop necessary action plans for improvement.	J. Carfi, D. Bailey, R. Azria, C. Grey	June 2019	
Obj. 2.2	a. Develop survey questions for PTS department members. b. Work with OIRA and HR to implement survey. c. Summarize results and develop necessary action plans for improvement.	J. Carfi, D. Bailey, R. Azria, C. Grey	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ 25% participation in community survey.			
Obj. 2.2	▪ 85% participation in PTS employee survey.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Parking and Transit Services

Leader(s): PTS Director and AD's

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve surface lot conditions and increase quantity of parking spaces.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

3.1 Review and analyze all parking facilities to maximize capacity and utilization. (Year 1 of 2)

3.2 Reallocate parking permit allowances between all parking groups (employees, students, vendors, etc.). (Year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Fully evaluate total existing parking spaces (size of space) in each surface area and garages to determine whether increases in capacity is achievable through reconfiguration or modification to existing striping plans. b. Work with internal departments (CPDC) and external vendors (paving companies) to identify financial implications of identified changes. c. Meet quarterly to review progress with external and internal contacts. d. Review existing agreements and rates to make recommendations to University leadership that would affect capacity and utilization. e. Recommend changes and seek approval.	R. Azria, Physical Plant, CPDC, Parking Review Committee, Physical Plant	June 2019	
Obj. 3.2	a. Determine capacity of surface lots and garages with new identified striping plan. b. Make permit allowance recommendations to the University leadership.	C. Gray, J. Carfi, D. Bailey	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1, 3.2	▪ 100 % of all surface areas and garages will be evaluated. ▪ Allocate 20% of available funding towards additional spaces. ▪ 25% of lots will receive new striping as a result of review.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Parking and Transit Services

Leader(s): PTS Director and AD's

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Review current permit management software system.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

4.1 Improve efficiency in the parking permit system. (Year 1 of 2)

4.1 Seek additional revenue opportunities. (Year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. In depth, complete T2 Flex system training for all PTS staff. b. Comprehensive review of current permitting software and consider alternatives. c. Evaluate possible changes to improve purchase process. d. Only allow purchases of employee permits through payroll deduction and find ways to limit walk-up purchases of permits.	C. Gray, D. Bailey R. Azria, J. Carfi	June 2019	
Obj. 4.2	a. Evaluate the and develop a plan for payroll deduction to increase from a 7 month cycle to a 10 or 12 month cycle to capture revenue earlier and eliminate refunds. b. Attend trade and association functions to identify best practices and current industry trends.	C. Gray, D. Bailey R. Azria, J. Carfi	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ 100 % of staff will be completely trained on Flex /T2 and 90% of employees will have payroll deduction completed. ▪ 10 % reduction in walk in permit purchase.			
Obj. 4.2	▪ Increase revenue by .2%. ▪ 25 % increase in trade show attendance.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Parking and Transit Services

Leader(s): PTS Director and AD's

Goal 5 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve revenue process.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goals 4, 13)**

5.1 Improve revenue control process for special events (Year 1 of 2)

5.2 Improve revenue control process for garage and surface lots (Year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 5.1	a. Review of revenue at all event parking. b. Perform revenue control and reconciliation analysis on event procedures. c. Perform analysis (benchmarking of peer institutions, rate analysis, lot and garage event utilization) to identify opportunities.	R. Azria, D. Bailey, C. Gray, R. Caruth, M. Oda	June 2019	
Obj. 5.2	a. Perform analysis (benchmarking of peer institutions, rate analysis, lot and garage utilization) to identify opportunities. b. Review procedures, training, reconciliation. c. Perform revenue control and reconciliation analysis on daily procedures. d. Review daily revenue of all garage and surface lots; identify improvements to eliminate opportunities for theft.	R. Azria, D. Bailey, C. Gray, R. Caruth, M. Oda	June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 5.1, 5.2	<ul style="list-style-type: none"> Reduce attendant shortages and overages by 10%. Increase garage and lot transient revenue by 10%. 10% increase in staff training based on findings and changes to SOP's. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Fiscal Year 2020

PHASE I

Functional Area: **Parking and Transit Services**

Leader(s): PTS Director and AD's

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance customer support and the customer experience through advanced technology.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

1.1 Integrate and automate to a uniform access control system in lots and garages (4 of 4)

1.2 Analyze license plate reader recognition software to determine if it can be integrated into the access control system (year 2 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Begin implementation phase of approved and funded upgrades. b. Re-evaluate installation priority list to ensure no changes are needed	J. Carfi, Casey Gray, D. Bailey, R. Azria	June 2020	
Obj. 1.2	a. Complete the analysis of license plate reader technology and determine feasibility of implementation. b. Proceed or dismiss implementation of LPR technology based on quantitative data.	J. Carfi, Casey Gray, D. Bailey, R. Azria	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Lots and garages will have updated access control equipment (subject to funding approval) for 20%			
Obj. 1.2	▪ Analysis 100% completed.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: **Parking and Transit Services**

Leader(s): PTS Director and AD's

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve surface lots conditions and increase quantity of parking spaces.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

2.1 Review and analyze all parking facilities to maximize capacity and utilization. (Year 2 of 2)

2.2 Reallocate parking permit allowances between all parking groups (employees, students, vendors, etc.). (Year 2 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Based on approvals and funding availability implement the recommendations in order of priority. b. Pending financial approval work collaboratively with CPDC to choose appropriate vendor.	C. Gray, R. Azria, D. Bailey, J. Carfi	June 1, 2020	
Obj. 2.2	a. Communicate new plan on website, Myslice, and news media. b. Implement newly identified parking permit allowances.	C. Gray, R. Azria, D. Bailey, J. Carfi	June 1, 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ 50% of lots completed.			
Obj. 2.2	▪ Parking permit allowances reallocated for 50% of parking groups.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: **Parking and Transit Services**

Leader(s): PTS Director and AD's

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Review current Permit management software system.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

3.1 Improve efficiency in the parking permit system. (Year 2 of 2)

3.2 Seek additional revenue opportunities. (Year 2 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Put a new RFP out for a permit software vendor. b. Identify changes as the result of the evaluation and implement them.	C. Gray, D. Bailey, R. Azria, J. Carfi	June 2020	
Obj. 3.2	a. Implement or dismiss a plan to increase payroll deduction from a 7 month to a 10 or 12-month payroll deduction period. b. Implement best practices and trends identified from attending conferences and trade shows from prior year.	C. Gray, R. Azria, D. Bailey, J. Carfi	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ 100% of identified changes implemented.			
Obj. 3.2	▪ Payroll deduction changes completed for permit users.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: **Parking and Transit Services**

Leader(s): PTS Director and AD's

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve revenue process.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

4.1 Review revenue control process for special events. (Year 2 of 2)

4.2 Review revenue control process for garage and surface lots. (Year 2 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Identify improvements to eliminate opportunities for theft. b. Make recommendations to University leadership based on findings of analysis and implement based on guidance and priority.	R. Azria, D. Bailey J. Carfi, R. Azria	June 2020	
Obj. 4.2	a. Make recommendations to Director of PTS, implement necessary changes and update SOP. b. Approve and implement recommendations	D. Bailey, R. Azria C. Gray, R. Caruth, M. Oda J. Carfi	June 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ 50% of improvements implemented to reduce theft.			
Obj. 4.2	▪ SOP updated and disseminated to 100% of applicable staff.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Assessment and Action Plan—Functional Area: Risk Management & Regulatory Compliance

Fiscal Year 2018

PHASE I

Functional Area: Risk Management and Regulatory Compliance (RMRC)

Leader(s): M. DeHart

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve processes and efficiency for RMRC and its customers.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

1.1 Identify online automated processes for RMRC to improve efficiency.

1.2 Develop/implement automated processes for RMRC.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Meet with RMRC staff to identify automated processes that will improve efficiency. b. Assign development of automated processes to staff members.	M. DeHart	August 2017 August 2017	
Obj. 1.2	a. Develop online training platform for Campus Security Authorities. b. Develop online certificate of insurance request forms. c. Utilize Onbase for certificate of insurance tracking.	N. Cooter, M. DeHart D. Andrews, M. DeHart D. Andrews, M. DeHart	December 2017 September 2017 September 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1, 1.2	▪ 75% use of online tools by stakeholders.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	1.			

PHASE I

Functional Area: Risk Management and Regulatory Compliance (RMRC)

Leader(s): All RMRC Staff

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Increase operational effectiveness for department members.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Identify intradepartmental cross training (for business continuity) opportunities (year 1 of 2).
 2.2 Offer professional development training opportunities for RMRC staff members (year 1 of 3).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Determine cross training opportunities for staff members that will increase operational effectiveness. b. Provide one on one training between employees.	D. Andrews, S. Buckley, N. Cooter, M. DeHart	August 2017 December 2017	
Obj. 2.2	a. Identify professional training opportunities that will complement RMRC roles/development. b. Offer training opportunities to staff members.	D. Andrews, S. Buckley, N. Cooter, M. DeHart M. DeHart	October 2017 June 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
	<ul style="list-style-type: none"> 50% cross-training completed so employees are able to do each other's tasks without assistance. 			
	<ul style="list-style-type: none"> 5% increase in professional development training. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	2.			

PHASE I

Functional Area: Risk Management and Regulatory Compliance (RMRC)

Leader(s): M. DeHart

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of RMRC services utilizing best policies and practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

3.1 Develop RMRC Standard Operating Procedures (SOPs).

3.2 Educate all RMRC and other applicable staff members on policies and procedures.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Identify RMRC procedural areas in need of documented policy and procedure. b. Assign employees to develop SOPs for their area of responsibility.	D. Andrews, S. Buckley, N. Cooter, M. DeHart M. DeHart	July 2017 August 2017	
Obj. 3.2	a. Educate and review SOPs with staff members. b. Share SOPs with applicable division members and stakeholders.	M. DeHart	December 2017 January 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ All SOPs assigned for each area's tasks.			
Obj. 3.2	▪ 100% completion of department SOPs.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Risk Management and Regulatory Compliance (RMRC)

Leader(s): G. Fitzgerald

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Initiate University wide efforts in Enterprise Risk Management practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 4.1 Develop primary ERM objectives for the newly appointed Enterprise Risk Management & Project Manager position.
 4.2 Identify risk owners and develop action plan.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Review Risk Assessment Workshop report with ERM Project Manager. b. Identify primary objectives for project management of the ERM Program.	M. DeHart, G. Fitzgerald	July 2017 August 2017	
Obj. 4.2	a. Work with ERM Workgroup to identify owners and establish action plan. b. Initiate action plan to manage program.	G. Fitzgerald, M. DeHart	October 2017 November 2017	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ All objectives identified for project management.			
Obj. 4.2	▪ Action plan in place for 100% of identified risks.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

Fiscal Year 2019

PHASE I

Functional Area: Risk Management and Regulatory Compliance

Leader(s): M. DeHart

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Comply with applicable internal/external regulations and requirements

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goals 4, 13)

- 1.1 Comply with Clery Act; identify and train Campus Security Authorities (CSA) and update list with any newly identified CSAs (year 1 of 2).
- 1.2 Comply with Drug Free Schools & Campuses Act with appropriate tracking and reporting (year 1 of 2).
- 1.3 Maintain OSHA record keeping in a manner that is compliant with OHSA requirements (year 1 of 2)

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Identify CSAs and update list. b. Enhance online training provided to CSAs.	N. Cooter	May 2019	
Obj. 1.2	a. Produce/Publish Annual Notification to maintain compliance with the law. b. Coordinate with applicable University departments to assist in proper reporting.	N. Cooter	October 2018 January 2019	
Obj. 1.3	a. Review regulations annually to identify any changes in mandated record keeping procedures. b. Update logs to stay within compliance.	S. Buckley	May 2019 March 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Software/Video will collect compliance data. Greater than 50% compliance.			
Obj. 1.2	▪ Pass audit with zero fines.			
Obj. 1.3	▪ Timely reporting to OSHA with less than 1% error in record keeping.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve management of institutional risk and alignment of resources providing protections for Syracuse University.

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goal 13)

- 2.1 Formalize Compliance Network to provide a compliance resource to stakeholders (year 1 of 2).
- 2.2 Continuously improve compliance matrix as living document to incorporate new or changing laws and regulations (year 1 of 2).
- 2.3 Educate University community on institutional risk awareness and compliance (year 1 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
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Obj. 2.1	a. Identify and meet with compliance owners on an annual basis. b. Listserv for network members with compliance updates to further engage stakeholders.	N. Cooter, M. DeHart	September 2018 February 2019	
Obj. 2.2	a. Match laws with compliance owners to more accurately track compliance. b. Develop online reporting system that allows compliance owners to report on their compliance efforts through an online system.	N. Cooter	August 2018 May 2019	
Obj. 2.3	c. Develop communication strategies for emerging risk issues to educate the campus community on risk and compliance. d. Provide in-person training to reinforce messages on risk and compliance.	RMRC Department	May 2019 October 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ Meet with greater than 90% of identified compliance owners each fiscal year.			
Obj. 2.2	▪ Greater than 50% of all laws are matched with the appropriate compliance owner.			
Obj. 2.3	▪ Two or more in-person trainings held during the year.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
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PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve campus safety, reduce financial liability and payouts, and minimize adverse public relations

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Integrate Enterprise Risk Management into University culture to help in mitigation of University wide risks (year 1 of 2).
- 3.2 Effective return to work program established to reduce financial impact of injured worker's absence from work (year 1 of 2).
- 3.3 Quarterly claim reviews to manage open claims proactively.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
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Obj. 3.1	a. Evaluate Assessment Calendar to evaluate effectiveness. b. Review Reporting Templates to assess appropriate data is being captured and reported.	M. DeHart	May 2019 December 2018	
Obj. 3.2	a. Assist departments in implementing return to work programs. b. Evaluate return on investment of the program after its initial year of implementation.	M. DeHart, S. Buckley	August 2018 May 2019	
Obj. 3.3	a. Establish process for evaluating claims to determine if best practices are being applied. b. Conduct a 360 evaluation of the claim review process to determine needed changes in process.	S. Buckley, D. Andrews	September 2018 April 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ Evaluation of ERM program through a campus wide survey shows greater than 60% of campus stakeholders are using ERM to evaluate risks.			
Obj. 3.2	▪ Semiannual planning meeting to evaluate return to work program.			
Obj. 3.3	▪ Greater than 50% of claims reviewed are resolved or have updated action plan.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	▪	▪		

PHASE I

Functional Area: RMRC

Leader(s): Michaele DeHart

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance processes and efficiency for RMRC and increase operational effectiveness for department members

Objectives (what the unit strives to accomplish in order to achieve each goal) (**Academic Strategic Plan Goal 13**)

- 4.1 Continue to identify/develop online automated processes for RMRC.
- 4.2 Continue professional development training opportunities for staff to continuously enhance job effectiveness (year 2 of 3).
- 4.3 Provide business continuity within RMRC with continued intradepartmental cross training (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
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Obj. 4.1	a. Automate the certificate of insurance request process. b. Automate Clery statistics reporting to provide more accurate and timely reporting.	D. Andrews N. Cooter	January 2019 February 2019	
Obj. 4.2	a. All RMRC employees with strive to attend a seminar, webinar, or conference that helps them to enhance their job skills. b. Internal departmental training provided at monthly staff meetings.	M. DeHart	May 2019 August 2018	
Obj. 4.3	a. Business continuity tested by testing SOP's and updating them as needed. b. Hold refresher training on an annual basis to evaluate effectiveness of business continuity plan.	RMRC Department	June 2019 June 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	<ul style="list-style-type: none"> Greater than 50% of certificate of insurance requests received through online request form. All statistics received through automated process for Clery reporting. 			
Obj. 4.2	<ul style="list-style-type: none"> All RMRC staff attend or participate in seminar/webinar/conference during fiscal year. 			
Obj. 4.3	<ul style="list-style-type: none"> 100% business continuity and 0% interruption in RMRC function due to staffing. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 5 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of RMRC services utilizing best policies and practices

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 5.1 RMRC website function as effective and efficient resource for campus community.
- 5.2 Develop RMRC Standard Operating Procedures for new areas of responsibility.
- 5.3 Use Onbase or similar program to increase efficiency on certificate of insurance system.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
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Obj. 5.1	a. Add appropriate content to the website to provide campus community with timely and accurate information. b. Survey stakeholders to determine if the website is functioning as a resource for risk and compliance.	RMRC department	December 2018 February 2019	
Obj. 5.2	a. Individual contributors review area specific SOPs to determine if new ones are needed. b. External review of SOPs for clarity and appropriateness will provide valuable information to RMRC.	RMRC department	July 2018 September 2018	
Obj. 5.3	a. Provide access to Onbase for campus community to review if appropriate insurance is on file. b. Provide training to departments on how to request appropriate insurance and review Onbase for current vendors.	D. Andrews	July 2018 August 2018	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 5.1	<ul style="list-style-type: none"> Google analytics used to show increase of website traffic throughout fiscal year. 			
Obj. 5.2	<ul style="list-style-type: none"> All SOP reviewed on yearly basis. 			
Obj. 5.2	<ul style="list-style-type: none"> 50% reduction in inquiries from external parties on certificates of insurance. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

Fiscal Year 2020

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 1 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Comply with applicable internal/external regulations and requirements

Objectives (what the unit strives to accomplish in order to achieve each goal) (Academic Strategic Plan Goals 4, 13)

- 1.1 Comply with Clery Act; identify and train Campus Security Authorities (CSA) and update list with any newly identified CSAs (year 2 of 2).
- 1.2 Comply with Drug Free Schools & Campuses Act with appropriate tracking and reporting (year 2 of 2).
- 1.3 Maintain OSHA record keeping in a manner that is compliant with OHSA requirements (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 1.1	a. Conduct audit of Clery Compliance to determine any deficiencies. b. Create comprehensive map of Clery reportable geography to verify reporting is in compliance.	N. Cooter	November 2019 December 2019	

Obj. 1.2	a. Coordinate biennial review of substance abuse interventions and production of documentation for accuracy. b. Review Drug Free Schools & Campuses Act to verify any potential changes or updates to reporting requirements.	N. Cooter	December 2019 January 2020	
Obj. 1.3	a. Review regulations annually for any changes in OSHA record keeping. b. Conduct review with AMAS to audit record keeping.	S. Buckley	December 2019 March 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 1.1	▪ Software compliance greater than 75%.			
Obj. 1.2	▪ Pass audit with zero fines.			
Obj. 1.3	▪ AMAS audit evaluation shows greater than 95% accuracy in record keeping.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	▪	▪		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 2 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve management of institutional risk and alignment of resources providing protections for Syracuse University

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 2.1 Have compliance network function as a value added resource to the University community (year 2 of 2).
- 2.2 Continuously improve compliance matrix as living document to incorporate new or changing laws and regulations (year 2 of 2).
- 2.3 Educate University community on institutional risk awareness and compliance (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 2.1	a. Review network through 360 evaluation to determine if it is meeting its stated objectives. b. Benchmark the compliance program against other peer institutions to evaluate the current program.	N. Cooter	February 2020 April 2020	

Obj. 2.2	a. Review laws to ensure compliance owners are accurately matched. b. Benchmark tracking methods against peer institutions.	N. Cooter	March 2020	
Obj. 2.3	a. Provide training to employees on proper biomechanics to provide better injury awareness and reduce frequency of injuries. b. Look to provide risk training to various schools and colleges on current risk topics.	S. Buckley, N. Cooter	April 2020 May 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 2.1	▪ Benchmark provides feedback that allows for improvement of the current compliance program.			
Obj. 2.2	▪ Use the benchmark to institute any needed updates to the compliance program within 6 months of report.			
Obj. 2.3	▪ Training provided to greater than 70% of impacted employees.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	▪	▪		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 3 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Improve campus safety, reduce financial liability and payouts, and minimize adverse public relations

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

- 3.1 Integrate Enterprise Risk Management into University culture to help in mitigation of University wide risks (year 2 of 2).
- 3.2 Effective return to work program established to reduce financial impact of injured worker's absence from work (year 2 of 2).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 3.1	a. Evaluate Facilitator Role within the ERM working group to determine effectiveness. b. Benchmark ERM program against other ACC schools to evaluate maturity of program and its integration into University.	M. DeHart	December 2019 May 2020	

Obj. 3.2	a. Semiannual review of program to evaluate current program and institute any needed changes. b. Return to work program evaluated and audited by external source to review for areas of opportunity.	S. Buckley	March 2020 May 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 3.1	▪ ERM program benchmark shows that it is progressing at same of greater pace than its peers.			
Obj. 3.2	▪ Return to work program shows at 3-5% reduction in overall workers' compensation costs.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	▪	▪		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 4 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Enhance processes and efficiency for RMRC and increase operational effectiveness for department members

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

4.1 Continue to identify/develop online automated processes for RMRC.

4.2 Professional development training opportunities for staff to continuously enhance job effectiveness (year 3 of 3).

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 4.1	a. Create online claim reporting process for property and casualty claims. b. Evaluate effectiveness of automated Clery statistics reporting to determine its effectiveness.	D. Andrews N. Cooter	January 2020 February 2020	

Obj. 4.2	a. All RMRC employees attend seminar, webinar or conference to continually grow their knowledge. b. Look to have staff seek further development through University courses where appropriate.	RMRC Department	May 2020 August 2019	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 4.1	▪ 70% of new claims reported through online process.			
Obj. 4.2	▪ 50% of staff attend one or more classes during the year.			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	▪	▪		

PHASE I

Functional Area: Risk Management & Regulatory Compliance

Leader(s): M. DeHart

Goal 5 (broadly stated, meaningful, achievable, and provides a framework for identifying operationalized objectives): Continue to improve the quality of RMRC services utilizing best policies and practices.

Objectives (what the unit strives to accomplish in order to achieve each goal) **(Academic Strategic Plan Goal 13)**

5.1 Evaluate the use of a risk management information system to improve the RMRC services.

5.2 Review of Orange Insurance Company for a continued means of risk financing for the University.

Strategies	Actions units undertake to achieve objectives	Person/Area Responsible	Date Due	Status
Obj. 5.1	a. Evaluate available risk management information systems for the potential value they would add in improving RMRC. b. Benchmark against peer institutions for best in class practices around use of a risk management information system.	RMRC Department	July 2019 January 2020	

Obj. 5.2	a. Benchmark Orange Insurance against traditional risk financing to evaluate its use as a risk financing tool. b. Look at lines of coverage in Orange Insurance to evaluate if they are operating efficiently and effectively.	RMRC Department	September 2019 January 2020	
Targets	Numerical criteria and are focused on the impact of objectives and success achieved through strategies			
Obj. 5.1	<ul style="list-style-type: none"> ▪ Institute RMIS system if it will improve efficiency by at least 20%. 			
Obj. 5.2	<ul style="list-style-type: none"> ▪ Orange Insurance will be as cost effective as traditional risk financing. 			
PHASE II	Results (include as much detail as possible, including when the results were collected and which staff members were involved in the process)	Interpretation (collected information is analyzed, discussed, and summarized in detail)		
PHASE III	Action (based on results, staff members suggest and implement changes to improve the functions of the unit processes/services)	Follow-up (implemented changes are measured and documented in subsequent assessment cycles)		
	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		