

BEST PRACTICES - Sub/Co-Areas

Dept Name Academic

Co Area: Athletics

253

Title: Professors' Group Considers New Roles for Faculty Members in College Sports

Source: Chronicle of Higher Education

Addl Info: <http://chronicle.com/article/Professors-Group-Considers/19103/>

Abstract: A committee of the American Association of University Professors, led by Carol Simpson Stern, is taking a hard look at the roles faculty members ought to take in college sports. Ms. Stern says, professors across the country are complaining about issues like being shut out of discussions on lower academic standards for admitting athletes.

The group is considering a series of reports prepared by one of its members, R. Scott Kretchmar of Pennsylvania State University at University Park. The faculty athletics representative at Penn State, he is proposing a set of "best practices" for faculty representatives, college athletics boards, and academic advisers. "We're trying to establish best practices that set the bar quite high, and to challenge institutions to involve faculty in meaningful ways in athletics," Mr. Kretchmar says. "These are written as kind of a check off sheet for faculty athletics representatives and boards -- if they come up with a poor report card, it might be a good indication that faculty are not playing much of a role," he says.

Among Mr. Kretchmar's suggestions for his fellow faculty representatives: maintaining independence from the athletics department; helping to create regular lines of communication among faculty members, college and university administrators, and athletics officials; and being involved in the internal working of athletics departments, particularly in their dealings with other departments on campus.

His recommendations for athletics governing boards include making sure that faculty senates have a say in who serves on such boards; making sure that academic policies and standards for students apply to athletes as well; and keeping all of their activities open to the scrutiny of administrators and professors.

BEST PRACTICES - Sub/Co-Areas

Dept Name Business Services **Co Area: Auxiliaries** # 656

Title: Business Best Practice Guidelines for CSU Auxiliary Organizations

Source: San Francisco State University

Addl Info: <http://www.sfsu.edu/~ppg/BusBestPrac.htm>

Abstract: In response to concerns expressed by the Trustees regarding internal control deficiencies noted at several campuses of the California State University, the Chief Administrators/Business Officers (CABO) were asked to study and recommend guidelines that would articulate sound business practices for auxiliary operations. With the assistance of an external consultant, and conferring with the Auxiliary Organization Association (AOA), the CABO task force identified critical business transaction areas, objectives for each area and finally standards for each category.

In addition to this effort specifically focused on auxiliary operations, CABO also has asked the Financial Officers Association (FOA) to undertake a long-range effort to develop model guidelines/procedures for business operations generally. This work is on-going and mirrors some of the critical areas defined in the auxiliary guidelines.

The attached guidelines are designed to protect and enhance an auxiliary organization's assets; ensure the existence of accurate accounting records; and document authorization and regulatory compliance.

Covers cash, investments, donations, program service fees, other income, receivables/pledges, procurement, payroll, property and equipment, debt and other liabilities, reserves and net assets and computer controls

Dept Name Controller's Office **Co Area: Budget Office** # 528

Title: Fiscal Affairs Manual

Source: Washington State Board for Comm & Tech Colleges

Addl Info: <http://apps.sbctc.edu/FAM/>

Abstract: Their Fiscal Affairs appear to consist of Accounting/Controller's Office and Budget - Operating & Capital. The above website is the manual for these areas and is very detailed.

BEST PRACTICES - Sub/Co-Areas

Dept Name Financial Affairs

Co Area: Budget Office

895

Title: Changing the Culture: Advancing Communications and Training in a University Environment

Source: Texas A&M University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Texas A&M University-Commerce

The Budget Users Group (BUG) was created in FY2005 as an avenue to meet this commitment. The original charge of the BUG Group was to provide training and to receive input from users on various budget and accounting issues. During FY2007, these meetings evolved into an arena for continuing the training opportunities for various areas on campus and as a means of increasing communications to support staff, consisting of administrative assistants and clerical employees.

What began as a way to provide training evolved into a method of communicating much needed announcements and updates to support staff on campus who would not normally receive the information. The result has been a change in culture concerning how we provide training and information on campus. In addition to the monthly BUG meeting, we have added annual year-end meetings and department head training sessions. The monthly BUG meetings communicate such items as legislative updates, highlights of the institutional budget, facility project updates, personnel changes, software updates, and reports from the President's Cabinet.

BEST PRACTICES - Sub/Co-Areas

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|-------------------|---|-----------------------------------|--------------|
| Dept Name | Controller's Office | Co Area: Business Services | # 207 |
| Title: | Increase Efficiencies of Financial Processes | | |
| Source: | Penn State University | | |
| Addl Info: | http://qualityspotlight.psu.edu/aers/index.html | | |
| Abstract: | <p>How can a unit make the most effective and efficient use of limited administrative resources? Agricultural Economics and Rural Sociology was faced with having to provide continuing financial and administrative services at the same or increasing level of satisfaction with decreasing resources.</p> <p>The team began by identifying all financial forms used, and matching them with related financial processes. They then prioritized the processes to target those with the greatest inefficiencies. For each process, they collected performance data, developed a flowchart, and then identified improvement areas. They realized that one of the issues related to all of the processes was availability of needed information, and they created an online, internal directory of budget and project information. The team then addressed travel, mail charges, copying and telephone charges.</p> <p>The team published information about their changes on an internal departmental web site, and discussed the changes at regular faculty and staff meetings, as the changes were developed and implemented. Early changes resulted in increased accuracy in financial processes, with less staff intervention. Staff assistants also indicated that they had a better picture of the department and University activities. The team members will continue to track financial performance data, and look for additional opportunities to reduce costs or save time.</p> <p>Covers Travel, Mail Charges, Copying & Telephone</p> | | |

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|-------------------|--|-----------------------------------|--------------|
| Dept Name | Student Affairs | Co Area: Business Services | # 666 |
| Title: | Best Practices to Curb Drinking Suggested | | |
| Source: | University of Wisconsin | | |
| Addl Info: | http://www.news.wisc.edu/9599.html | | |
| Abstract: | <p>To help solve the problem of high-risk drinking, the PACE Coalition submitted recommendations to the city's Alcohol License Review Committee on national best practices in licensed establishments.</p> <p>As part of a national series of grants to reduce high-risk drinking, PACE (Policy, Alternatives, Community, Education) has access to the best and latest research. This campus effort to limit the negative secondhand effects of high-risk drinking takes an environmental approach to prevention.</p> <p>"Telling students everything they need to know about alcohol still won't solve the problem," says Aaron Brower, a professor of social work and the grant's principal investigator. "If students are surrounded by cheap alcohol, aggressive advertising and a culture that glorifies drinking, that has far more impact than anything you can say in a brochure."</p> | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Police **Co Area:** Business Services # 878

Title: Managing Excessive Alarms from Card Access System

Source: Florida State University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2008bp/>

Abstract: When card access systems were installed on the Florida State University Campus, the Chief of Police made the decision to treat these systems as a means to monitor the areas with the systems as if they were intrusion alarm systems, vowing to respond to events such as doors held, doors forced open, etc. As more systems were added, the task of monitoring and responding to reported events became unmanageable.

A committee was formed and several recommendations were made and implemented. FSU saw a steady drop in the numbers of card access alarms, the greatest of which was a result of the Housing alarm policy implementation, followed by the re-keying of doors

Working together the Committee has made a significant positive impact on management of security for Florida State University.

Dept Name Purchasing Department **Co Area:** Business Services # 1053

Title: Purchasing & Printing Unite To Provide Savings In Difficult Budget Times

Source: Florida State University

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/Purchasing.pdf>

Abstract: FSU Finance & Administration needed to make quick and difficult decisions on what areas might need to be eliminated or reduced and where better business practices might affect positive changes. A review of all expenditures of printing orders, either by private offcampus vendors or through the internal in-plant Printing Services revealed this was an area that could change. Two trends emerged through the analysis. Overall university requirements for printed material declined due to lack of budgetary resources and Printing Services, an auxiliary unit, could not continue to fund its staffing levels and employee lay-offs were necessary.

The decision was made not to close the internal in-plant Printing Services. The department has reviewed all off-campus vendor purchases before approving them to purchasing for dispatching to purchase orders This had been an effective means to monitor pricing quotes made by off-campus vendors. However, Purchasing felt this role could be expanded to more effectively educate the university units on ways to save money. The fact that experienced employees in the custom manufacturing process of printing had the resources of estimating systems, knowledge of labor rates, raw material costs, industry equipment abilities and production output times meant that Printing Services would have the ability to determine best pricing and vendor selection for printed projects. Purchasing united with Printing Services and gave the director of this unit the role of a print buyer within the Purchasing department.

BEST PRACTICES - Sub/Co-Areas

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|-------------------|---|-------------------------------------|-------|
| Dept Name | Purchasing Department | Co Area: Controller's Office | # 142 |
| Title: | Create a Contract Terms Database | | |
| Source: | Book by Steven M. Bragg | | |
| Addl Info: | Check local library for book | | |
| Abstract: | It is a common occurrence to forget about the terms of various agreements entered into resulting in missed billings or payments received. The solution is to create a database of all current contractual agreements listing the key information about each contract. This would include due date (to be paid or received), termination date, payment frequency, amounts, etc. This could be build from scratch or purchased as a commercial off-the-shelf production - that may link to the accounting system. | | |
| Dept Name | Environmental Health & Safety | Co Area: Controller's Office | # 284 |
| Title: | Insurance Systems Best Practices | | |
| Source: | Harvard University | | |
| Addl Info: | http://vpf-web.harvard.edu/rmas/best_practices.html | | |
| Abstract: | Bests Practices provided by Risk Management and Audit Services, covering - Automobiles Alcohol/Liquor Liability Builder's Risk Personal Property Claims Contracts/Agreements Equipment/Contents Buildings/Property | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name University Wide **Co Area: Controller's Office** # 400
Title: College Best Practices
Source: University of California Davis
Addl Info: <http://caes.ucdavis.edu/facstaff/rmap/bestprac/best-practices/?searchterm=best%20practices>
Abstract: The College of Agricultural & Environmental Sciences has it's own site of Best Practices covering Accounts Payable - Request for Payment (Microsoft Word)

Administration
Payroll - Without Salary Volunteer Appointment (Microsoft Word)
Purchasing
Student Matters
Travel

This can be adopted through out the University.

Dept Name FAU Foundation **Co Area: Controller's Office** # 960
Title: Monitoring Alternative Investments
Source: Emory University
Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>
Abstract: In a turbulent and volatile investing market, the goal of accurately reflecting the value of alternative investments on a company's balance sheet has become increasingly more difficult. Alternative investments refer to securities that cannot be priced in a public market. Types of alternative investments include capital ventures, limited partnerships, hedge funds, etc. Emory University has a large endowment and the percentage of alternative investments to the total endowment has increased each year. Emory has an August 31st year end which poses valuation and confirmation issues. Auditors are concerned that the valuations are current and accurately reflect an August 31st value. Second quarter reports and valuations are not available from partnerships until August or September. The next "official" valuations for third quarter (September) are not available until the audit is nearing completion. This paper will provide a framework for monitoring the valuation of alternative investments throughout the year and recommend a practice for confirming a year end (August 31st) value.

The most important benefit of the implementation of the alternative investment monitoring process is the accurate representation of these investments on the balance sheet of Emory University. A secondary benefit Emory expects to reap is the ability to respond quickly and efficiently to auditor's request for information contributing to the completion of the annual audit in a successful and timely basis.

BEST PRACTICES - Sub/Co-Areas

Dept Name Purchasing Department **Co Area:** **Controller's Office** # 1035

Title: Taking p-Card Systems and Technology to Student Organizations

Source: Iowa State University

Addl Info: http://www.cacubo.org/pdf/2009/19_Iowa%20State_P%20Card%20Technology.pdf

Abstract: In April, 2007, the Iowa State University (ISU) Campus Organization Accounting (COA) Office answered the call from its student leadership to develop an internet-based purchasing card reconciliation system for student organizations. ISU has over 850 active student organization accounts and hosts one of the nation's largest student-run celebrations through campus organization accounts. Finding creative ways to customize an existing University purchasing card (p-card) system were necessary in order to:

- meet student expectations with existing resources,
- provide greater purchasing power for student organizations,
- eliminate concerns and create goodwill with local community vendors,
- reduce paper vouchers, and
- improve signature and spending compliance and controls.

Dept Name Purchasing Department **Co Area:** **Controller's Office - A/P** # 34

Title: Pay Based on Receiving Approval Only

Source: Book by Steven M. Bragg

Addl Info: [Check local library for book](#)

Abstract: The accounts payable process is one of the most convoluted of all the processes that a company can adopt, irrespective of the department. First, it requires the collection of information from multiple departments-purchase orders from the purchasing department, invoices from suppliers, and receiving documents from the receiving department. The process then involves matching these documents, which almost always contain exceptions, and then tracking down someone either to approve exceptions or at least to sign the checks, which must then be mailed to suppliers. The key to success in this area is to thoroughly reengineer the entire process by eliminating the paperwork, the multiple sources of information, and the additional approvals. The only best practice that truly addresses the underlying problems of the accounts payable process is paying based on receipt.

To pay based on receipt, one must first do away with the concept of having an accounts payable staff that performs the traditional matching process. Instead, the receiving staff checks to see if there is a purchase order at the time of receipt. If there is, the computer system automatically pays the supplier. Sounds simple? It is not. A company must have several features installed before the concept will function properly. The main issue is having a computer terminal at the receiving dock. When a supplier shipment arrives, a receiving person takes the purchase order, number and quantity received from the shipping documentation and punches it into the computer. The computer system will check against an on-line database of open purchase orders to see if the shipment was authorized. If so, the system will automatically schedule a payment to the supplier based on the purchase order price, which can be sent by wire transfer. If the purchase order number is not in the database, or if there is no purchase order number at all, the shipment is rejected at the receiving dock. Note that the accounts payable staff takes no part whatsoever in this process-everything has been shifted to a simple step at the receiving location.

BEST PRACTICES - Sub/Co-Areas

Dept Name Purchasing Department **Co Area:** **Controller's Office - A/P** # 672
Title: Supply Chain Services Best Practices
Source: University of Pennsylvania
Addl Info: <http://www.purchasing.upenn.edu/supply-chain/bestpractices.php>
Abstract: Purchasing Services and the Comptroller's Office are working together to become totally paperless – from receipt of electronic invoices to total electronic payments. Many of their suppliers have an electronic storefront/marketplace for their purchasing operations – I believe it is similar to what we have with Office Depot – only much larger. He says it is similar to going to Amazon to purchase a variety of supplies/materials etc. He also talked about how every two years they re-evaluate their operations and they benchmark against big corporations.

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Dept Name Purchasing Department **Co Area:** **Controller's Office - A/P** # 982
Title: Leveraging Electronic Procure to Pay for Revenue
Source: University of Virginia
Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>
Abstract: The Department of Procurement Services at the University of Virginia consists of both Purchasing and Accounts Payable. By working collaboratively on implementation of electronic purchasing, invoicing and payment systems, Procurement has been able to increase the efficiency of the entire procure to pay process and to realize the power of its combined operation. Through strategically targeting its top suppliers and leveraging these electronic processes, Procurement has begun to generate revenue for the University.

Procurement started by purchasing an electronic catalog ordering system. This system allows goods to be purchased electronically from supplier catalogs hosted in our system, aptly named the UVa Marketplace. This same system allows invoices to be submitted electronically and match automatically to catalog orders. The third and final piece is electronic payment. Procurement utilizes two new electronic payment options provided through its banking services provider. The first is Automated Clearing House (ACH) and the other is a ghost card program for payments via credit card.

Leveraging the efficiency gains and the improved payment cycle created by these three electronic processes, Procurement Services has been able to negotiate rebates and early payment discounts with some of its largest suppliers. It is the negotiation of the revenue generated from these rebates and discounts that is our best practice.

BEST PRACTICES - Sub/Co-Areas

Dept Name Purchasing Department **Co Area:** **Controller's Office - A/P** # 1029
Title: WCU P Card
Source: Western Carolina University
Addl Info: <http://www.wcu.edu/11628.asp>
Abstract: Website contains -
P-Card Training Manual (PowerPoint)
P-Card Training Guide (Word)
P-Card User Guide (Word)
Monthly Process (Word)
Policies & Procedures
Authorized/Unauthorized Transactions (Word)
Spending Levels (Word)
P-Card Account Application (Word)
P-Card Account Maintenance Request (Word)
Reconciler Additions and Cancellations (Word)

They use Bank of America's Works Payment Manager

Dept Name Financial Affairs **Co Area:** **Controller's Office - A/P** # 1030
Title: Training
Source: University of Michigan
Addl Info: <http://www.finance.umich.edu/training>
Abstract: The following resources are available to assist faculty and staff in finding training and development opportunities related to the management of the University's fiscal resources.
•Financial Operations
•Internal Controls
•Procurement Services
•Treasurer's Office

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources **Co Area:** **Controller's Office - Payroll** # 885

Title: Introducing a Web-Based Additional Compensation System

Source: Louisiana State University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2008bp/>

Abstract: The Human Resource Management System consists of three sections; position control, transaction processing, and additional compensation. In an effort to better manage the massive undertaking of creating an entire Human Resource System, the university decided to divide the project into smaller sections. The Additional Compensation System was chosen as the first section to redesign since its transactions stand alone and are not associated with other personnel transactions. In May 2007, a web-based, user friendly Additional Compensation system was introduced to the LSU community.

Describes the process leading up to implementation and the many benefits that were gained.

Dept Name Human Resources **Co Area:** **Controller's Office - Payroll** # 893

Title: Texas A&M University Employee Service Center

Source: Texas A&M University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Due to Texas A&M University's decentralized approach to human resource and payroll operations for its 8,500 full time and 7,500 part time employees, it is hard for employees tasked with this function to keep up to date on the many changes in benefits, leave, and retirement rules when this is typically an add-on to their duties. In response to this challenge, the Employee Service Center (ESC) was established to be an employee's primary resource for any employment-related issue, including benefits, pay, leave, retirement, job opportunity, workers' compensation and employee development and training. Combining these functions in one area has also helped to streamline processes where duplication of effort was identified.

Since its opening, the ESC has worked to continuously improve its performance. Daily it receives more than 200 calls, visits or emails, answering the phone in at least three seconds and responding to the questions in less than twenty-four hours.

BEST PRACTICES - Sub/Co-Areas

Dept Name Academic **Co Area:** Division of Research # 294

Title: Applied Research Laboratory

Source: Penn State University and State College, PA

Addl Info: <http://www.smeal.psu.edu/qmm/manufact.html>

Abstract: The Office of Naval Research's Best Manufacturing Practices (BMP) Program was created in 1985 to help businesses identify, research, and promote exceptional manufacturing practices, methods, and procedures. Its objective is to empower defense and commercial customers to operate at a higher level of efficiency and effectiveness.

The above website lists many best practices for the Applied Research Laboratory, The Pennsylvania State University.

Dept Name Human Resources - Employment **Co Area:** EEO # 313

Title: Final Report on Best Practices For the Employment of People with Disabilities In State Government

Source: U.S. Equal Employment Opportunity Commission

Addl Info: http://www.eeoc.gov/facts/final_states_best_practices_report.html

Abstract: This report highlights best practices of four states - Florida, Maryland, Vermont, and Washington that promote the hiring, retention, and advancement of individuals with disabilities in state government jobs. EEOC has identified a number of state employment practices worthy of consideration and even replication. For example:

- * The states surveyed include individuals with disabilities as part of their diversity programs and their targeted outreach and recruiting efforts.
- * Vermont provides for a "must interview" to anyone with a disability who meets the minimum qualifications for a state job.
- * Washington passed legislation creating a supported employment program for individuals who need on-the-job training and long-term support to work successfully.
- * Maryland and Vermont have tracked information related to the provision of reasonable accommodations that could be used to assess the effectiveness of their reasonable accommodation procedures.
- * In 2004, Florida established the Agency for Persons with Disabilities and Maryland elevated its former Office on Individuals with Disabilities to cabinet-level status. These legislative and executive actions send a clear message "from the top" that people with disabilities are a state priority.
- * Florida has secured a waiver from the Social Security Administration, enabling it to move persons with developmental disabilities into jobs without immediately jeopardizing their eligibility for Medicaid and Social Security Income benefits.
- * Vermont has participated in a pilot project to establish "disability program navigators" at four state One Stop Career Centers established under the Workforce Investment Act to help people with disabilities access these services more easily.

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources **Co Area: EEO** # 440
Title: Workplace Success Stories - Recognition Strategies for a Diverse Workforce
Source: University of California Berkeley
Addl Info: <http://hrweb.berkeley.edu/seads/success/success.htm>
Abstract: The Workplace Success Stories Recognition Program provides a vehicle to collect and widely disseminate information about successful workplace practices in the areas of equal employment opportunity (fairness), affirmative action (representation), and diversity (inclusiveness). Nominated departments who meet the selection criteria, focused around a particular theme each year, receive recognition, and their success stories are shared with the entire campus community in a variety of venues with hopes that the successful practices will be adapted by other departments. Each year a call goes out and Chancellor Berdahl encourages departments to submit nominations. Several Vice Chancellors also send out memos encouraging departments within their control units to submit nominations.

Approximately 40 proposals are showcased and are listed by - Category | Workplace Issues Addressed | Department | Control Unit/Division

Dept Name Human Resources **Co Area: EEO** # 699
Title: Higher Education Administration; A Guide to Legal, Ethical and Practical Issues
Source: Book by Norma Goonen & Rachael Blechman
Addl Info: [Check local library for book](#)
Abstract: Decision making in higher education is a complex process of balancing conflicting needs and interests while adhering to the law; the institution's mission, values and standards; and the practical considerations necessary for its fiscal and operational health.

Chapters related HR issues

2. Hiring Issues
3. Compensation and Employment Issues
4. Promotion and Tenure Issues
5. Terminations, Nonrenewals, and Reductions in Force

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources - Employment **Co Area: EEO** # 749
Title: Best Practices in Diversity
Source: Georgia State University
Addl Info: http://www.gsu.edu/images/ODDEP/Best_practices_in_diversity_2000_2001.pdf
Abstract: Best practices in diversity are steps taken by employers to actively support equal employment opportunity by attracting and retaining a diverse workforce.

In an effort to publicize Georgia State University's involvement in commendable actions geared toward community outreach, recruitment, promotion, retention, training, cultural programming and curriculum development; the Opportunity Development and Diversity Education Planning Office has compiled a report containing information submitted by our colleges, divisions and individual departments outlining their efforts in these particular areas.

Dept Name Student Affairs **Co Area: EEO** # 1010
Title: Mentoring Guidebook
Source: University of San Diego
Addl Info: http://libraries.ucsd.edu/about/admin/lauc-sd/0_files/mentoring/UCSDMentoringGuidebook.pdf
Abstract: UCSD Career Connection provides career development workshops that focus on participants developing strategies for success at UCSD. Participants are provided with a Career Development Plan (CDP) to use in identifying attainable goals and objectives and in tracking their success. Concurrently, Career Connection offers role models (mentors) who provide encouragement and motivational assistance to fellow employees (mentees). Supervisors are encouraged to promote career development for their employees through participation in Career Connection and its mentoring component.

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources - Emp Development

Co Area: Environmental Health & Safety # 311

Title: Mastery Technologies - Interactive Training Systems

Source: Education Institutions Courses

Addl Info: <http://www.masterytech.com/>

Abstract: In researching Best Practices, this program was discovered. They deliver training via CD's and the Web and they have a approximately 200 courses listed. A few of the topics are Accident Investigation, Backs; Back Safety, Basic Electrical Safety in the Workplace, Automotive Repair, Preventing Workplace Violence to Supervision. They relate to Safety, Job Skills, and Administrative Training and are comprehensive business solutions.

Mastery's courseware and software products enable you to easily and quickly create training solutions for every aspect of your operations. License courses from our library of over 200 off-the-shelf titles or create your own with Mastery Course Shells. Mastery deployment systems help you deliver exactly the right amount of instruction to each employee exactly when and where it is needed. Mastery's administrative systems help you make sure the training is done. The courseware and software work alone or in concert with any learning management system you may already have in place. Purchase paid-up licenses, subscriptions or purchase on a "per-view" basis.

BEST PRACTICES - Sub/Co-Areas

Dept Name Physical Plant - Transportation **Co Area:** Environmental Health & Safety # 330

Title: How the Reengineered Solid Waste Operation Produces \$400,000 in Annual Savings

Source: University of Miami

Addl Info: <http://www.appa.org/FacilitiesManager/article.cfm?itemnumber=1188&parentid=1188>

Abstract: Scroll down on above URL

Institutional Benefits

Described by former president Tad Foote as a "Campus in a Tropical Garden," the University of Miami's meticulously maintained Coral Gables campus consists of over 100 buildings on 260 acres. An enhancement to that vision has been our unique in-house trash collection program. Implemented in October 1992, this program produces \$400,000 in annual savings while providing numerous aesthetic and management benefits.

Unlike 35-ton commercial garbage trucks, our employee-operated customized flatbed truck weighs only 6.2 tons when fully loaded with three custom-made containers being hauled to one of several compactors located in convenient but secluded perimeter locations. Consequently, our commercial hauler can now charge by actual weight, rather than potential volume, so costs reflect monthly fluctuations in trash output.

Additionally, the removal of commercial trash trucks from internal campus areas reduces wear and tear on campus roads, eliminates the windswept material, glass particles, and offensive odors generated by on-site trash transfer, and allows for flexible pickup schedules tailored to each campus facility, virtually eliminating customer complaints with regard to trash collection. Additionally, much of the \$4 million in cumulative savings created by this process reengineering has been reinvested into plazas, major landscape features, and other campus beautification projects.

Dept Name Physical Plant **Co Area:** Environmental Health & Safety # 381

Title: Water Runoff Management

Source: Mississippi State University

Addl Info: <http://www.abe.msstate.edu/csd/NRCS-BMPs/water.html>

Abstract: Large website related to Water Runoff Management - includes -
A. Construction Site Impact Reduction (8)
B. Source Reduction (16)
C. Erosion Control (19)
D. Water Volume Management (14)
E. Water Quality Treatment and Constituent Entrapment (vegetative and/or structural) (32)

<http://abe.msstate.edu/csd/NRCS-BMPs/tree.html> gives 3 Best Practices for Tree Protection and Restoration

BEST PRACTICES - Sub/Co-Areas

Dept Name Physical Plant

Co Area: Environmental Health & Safety # 382

Title: Pest Management at NCSU

Source: North Carolina State University

Addl Info: <http://www.ncsu.edu/ehs/www99/right/handsMan/worker/pestpolicy.htm>

Abstract: Structural and landscape pests can pose significant problems to people, property, and the environment; however, the pesticides used to solve these problems carry their own risks. It is therefore the policy of NC State University to use best practices and procedures, as explained below, for control of structural and landscape pests.

Goes on to define "Pests," how to manage pests using "Best Practices and Procedures", followed by education, recordkeeping, notification/pesticide sensitivity, pesticide storage and disposal, applicators and exemptions.

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources - Emp Relations

Co Area: Environmental Health & Safety # 411

Title: Safety and Health Program

Source: University of Houston

Addl Info: <http://www.uhd.edu/campus/pd/UHDSafetyandHealthProgram.pdf>

Abstract: University of Houston Downtown
State and Federal law, as well as University of Houston - Downtown policy, make the safety and health of our employees a major concern. Safety must be a part of every operation, and every employees responsibility at all levels. It is the intent of the University of Houston – Downtown to comply with all laws concerning the operation of the business and the health and safety of our employees and the public. To do this, we must constantly be aware of conditions in all work areas that can produce or lead to injuries. No employee is required to work at a job known to be unsafe or dangerous to his or her safety and health. Your cooperation in detecting hazards, reporting dangerous conditions and controlling workplace hazards is a condition of employment. Inform your supervisor immediately of any situation beyond your ability of authority to correct.

This is a very lengthy document (189 pages) that includes a signature page that must be signed by the employee d before an employee is allowed to start work.

Chapter 1 – Safety and Health Training Program
Chapter 2 – Accident/Injury Reporting and Reviewing Program
Chapter 3 – First-Aid Kit Program
Chapter 4 – Safety Inspection Program
Chapter 5 – Contingency Plan for Emergencies
Chapter 6 – Hazardous Material Manual
Chapter 7 – Hazard Communication Program
Chapter 8 – Personal Protective Equipment Program
Chapter 9 – Notice to Employees

BEST PRACTICES - Sub/Co-Areas

Dept Name Inspector General

Co Area: Environmental Health & Safety # 589

Title: Risk Management Policy

Source: Murdoch University (Australia)

Addl Info: <http://search.murdoch.edu.au/?q=Risk+Management+Policy>

Abstract: Risk Management is the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects within the Murdoch University environment.

Risk is inherent in all academic, administrative and business activities. Every member of the University community continuously manages risk. Formal and systematic approaches to managing risk have evolved and they are now regarded as good management practice. As a consequence Murdoch University acknowledges that the adoption of a strategic and formal approach to risk management will improve decision-making, enhance outcomes and accountability.

The aim of this policy is not to eliminate risk, rather to manage the risks involved in all University activities to maximize opportunities and minimize adversity. Effective risk management requires:

- * A strategic focus,
- * Forward thinking and active approaches to management,
- * Balance between the cost of managing risk and the anticipated benefits, and
- * Contingency planning in the event that mission critical threats are realized.

Risk management also provides a system for the setting of priorities when there are competing demands on limited resources.

BEST PRACTICES - Sub/Co-Areas

Dept Name Business Services **Co Area:** Environmental Health & Safety # 702

Title: UC Sustainability Policies and Best Practices - Food Systems

Source: University of California

Addl Info: <http://sustainability.universityofcalifornia.edu/food.html>

Abstract: UC campuses are exploring ways to reduce the environmental impact of their food systems while offering more healthy dining choices to the campus community and supporting the local economy. Sustainable campus food system projects range from introducing local, organic, and socially just food into dining halls and campus cafes, to composting food waste, to donating un-used food, to growing organic food on or near campus and using that as an educational and research opportunity for students.

The two campus case studies below offer a glimpse at some of best practice case studies found on UC campuses.

Best Practice Case Studies:
UC Santa Cruz Brings Sustainable Food to Campus Dining Halls
UC Davis Sustainable Food System Projects

Also see -
<http://www.nwf.org/campusEcology/dspGreening.cfm?iid=6>
<http://www.bates.edu/prebuilt/diningfacts.pdf>

Dept Name Purchasing Department **Co Area:** Environmental Health & Safety # 789

Title: Sustainable Procurement Standards Guide

Source: Yale University

Addl Info: <http://www.yale.edu/ppdev/Guides/purchase/3201GD.02.pdf>

Abstract: Yale relies on a wide range of goods and services to operate and carry out its mission. Each year the University spends more than \$1 billion on commodities ranging from vehicles, to office supplies, and lab equipment to construction materials, food, and computers. The type, quality, and quantity of commodities being procured have far reaching environmental impacts. In fact these impacts extend beyond the borders of the institution, to the companies and markets being supported and on to our environment due to manufacturing, use, and disposal.

BEST PRACTICES - Sub/Co-Areas

Dept Name Physical Plant

Co Area: Environmental Health & Safety # 904

Title: Green University: Changing Tomorrow, Today

Source: University of Central Oklahoma

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2008bp/>

Abstract: The increasing cost of energy has been a substantially impacting issue that UCO chose to overcome. UCO came to a crossroads. How can we curb the cost of energy while being stewards of the environment in which we reside? UCO focused on the following innovative facets: 100% Green Energy use, on-site creation of Bio-Diesel, Performance Contracting, Lean, and Recycling Campaign.

Green/Wind Energy - To date, UCO has saved over \$51,000 in purchasing over 50,000,000 kwh of electricity provided via wind.

Bio-Diesel - The Physical Plant invested time, money, and labor into the development of Bio-Diesel. Through this investment there has been a reduction of hazardous fuel use on campus and fuel budget savings by utilizing university produced Bio-Diesel fuel.

Performance Contracting - Since its implementation more than \$3.8M has been saved and we have reduced our CO2 emissions by 60,000,000 pounds which equals nearly 90,000 trees needed to absorb that amount of CO2.

Lean University - The outcome was a need to overhaul a multitude of administrative processes that over time had strangled the university's ability to function efficiently. One focus is the effort to move processes to paperless.

Recycling Campaign - The program is designed to make recycling easy and accessible to all students, faculty, staff and campus guests.

BEST PRACTICES - Sub/Co-Areas

| | | | |
|-------------------|--|---|-------|
| Dept Name | Division of Research | Co Area: Environmental Health & Safety | # 939 |
| Title: | Research Best Practices Toolkit | | |
| Source: | Northwestern University | | |
| Addl Info: | http://www.research.northwestern.edu/ori/responsiblesearch/ | | |
| Abstract: | <p>ORI is dedicated to providing the research community with tools to ensure consistent and reliable internal mechanisms for supporting University-wide research activity. The tools on this page are intended to assist Northwestern's research community with conducting, administering and facilitating research in compliance with federal and University policies and procedures.</p> <p>The toolkit contains some of Northwestern's best examples for recommended tools currently available. If you've developed a useful tool or procedure not listed here that would be helpful to others in Northwestern's research community, please tell us about it! This page represents a compilation of common best practices and tools to assist you with research at Northwestern University. We'll update and revise this page frequently to ensure it contains the best tools and resources we can provide.</p> <p>Covers Operating Environment Fiscal Administration Responsible Conduct of Research Research Safety</p> | | |

| | | | |
|-------------------|---|---|-------|
| Dept Name | Student Affairs | Co Area: Environmental Health & Safety | # 947 |
| Title: | Student Event Risk Management Manual | | |
| Source: | Ryerson University | | |
| Addl Info: | http://ryerson.ca/content/dam/stuprog/event/riskmanagement/resources/Risk_Manual_guts_final.pdf | | |
| Abstract: | <p>To better manage risk associated with increased on- and off campus student events, Ryerson revised its Environmental Health & Safety Management System Policies and Guidelines to incorporate students' rights and responsibilities. In cooperation with student leaders, and supported by the Centre for Environmental Health & Safety Management, Student Services reviewed risk management approaches for student events and developed a set of approval procedures for event organizers to follow. The goal was to create a proactive approach involving student leaders in managing risk effectively.</p> | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - Cash Mgmt **Co Area:** FAU Foundation # 319

Title: Are You Being Served? Trends in University Financial Services (Article)

Source: University Business - Mag for College & Univ Admin

Addl Info: <http://www.universitybusiness.com/article/are-you-being-servedtrends-university-financial-services>

Abstract: In 2003, American consumers spent \$112.2 billion on higher education, reports the U.S. Department of Commerce Bureau of Economic Analysis. As large a number as this is, it is dwarfed by the \$267 billion in endowment assets that the National Association of College and University Business Officers (www.nacubo.org) reports was held by U.S. and Canadian institutions. Even if you subtract Harvard University's (Mass.) colossal \$22.1 billion, the number is staggering.

Most of Harvard's money is managed in-house, by the 175-person staff of Harvard Management Co. And that's unusual. Few institutions have the in-house resources to meet their investment objectives while generating the 17.5 percent increase in assets that Harvard reported in 2004. Even the university's closest peer, Yale (Conn.), generated a 15.5 percent increase on its relatively smaller \$12.7 billion endowment, and it uses outside service providers to help it do so.

Dept Name Environmental Health & Safety **Co Area:** FAU Foundation # 759

Title: Green Report Card: Colleges Graded

Source: Sustainable Endowments Institute

Addl Info: <http://www.endowmentinstitute.org/sustainability/>

Abstract: Seldom has a week gone by this academic year without an announcement that a college has vowed to reduce its greenhouse gas emissions or purchase only locally grown produce. Green building is spreading and institutions are hiring sustainability coordinators to help facilitate environmental programs on campus.
Related stories

The Sustainable Endowments Institute, a two-year-old group that studies university investment policies, has kept tabs on the slew of green initiatives and whether colleges invest in green-friendly ways. In its College Sustainability Report Card being released today, many of the nation's top colleges receive high marks for their campus greening practices. But many of those same colleges receive much lower grades in categories that measure green investment decisions and willingness to share information about how they use their endowment money.

Debra Rowe, president of the U.S. Partnership for Education for Sustainable Development, said the report is valuable because it creates a best practices list for colleges to use and gives a full picture of sustainability. See story at <http://www.insidehighered.com/news/2007/01/24/sustainability>

BEST PRACTICES - Sub/Co-Areas

Dept Name Transportation & Parking

Co Area: **Financial Affairs**

775

Title: Parking and Transportation Services

Source: University of Texas at Austin

Addl Info: http://www.utexas.edu/parking/about/annual_report/

Abstract: Several reports listed - up to 2010-2011

Excellent example of a departmental annual report.

1.0 GENERAL

2.0 FINANCIAL OVERVIEW

3.0 PARKING INVENTORY

4.0 MAINTENANCE

5.0 UTILIZATION

6.0 ENFORCEMENT

7.0 ALTERNATIVE TRANSPORTATION

8.0 VENDING

9.0 PARKING MANAGEMENT

INITIATIVES

BEST PRACTICES - Sub/Co-Areas

| | | | |
|-------------------|--|-----------------------------------|-------|
| Dept Name | University Wide | Co Area: Financial Affairs | # 906 |
| Title: | Holistic Integration of Sustainability Principles and Practices at the University of Florida | | |
| Source: | University of Florida | | |
| Addl Info: | http://www.sacubo.org/awards/bestpractices/archive/2008bp/ | | |
| Abstract: | <p>The sustainability committee has developed four task forces to address goals within the university. Following are the missions of those task forces.</p> <p>Energy and Buildings - In 2001, UF adopted the Leadership in Energy and Environmental Design (LEED) standards for all major new construction and renovation projects.</p> <p>Carbon Neutrality - Committed UF to creating an action plan for becoming carbon neutral and to adding the impacts of air travel and commuting to its original greenhouse gas inventory.</p> <p>Food and Dining - Worked with its dining services provider, ARAMARK/Gator Dining Services, to develop an action plan for implementing principles of sustainability into food service operations, including regional sourcing of food, green catering, waste management and diversion, energy conservation, transportation impacts, and sustainable procurement.</p> <p>Parking and Transportation - The university has committed to purchasing only hybrid or alternative fuel vehicles, whenever possible. UF helps campus commuters find carpool partners, offers free bus fares, provides bicycle lanes.</p> <p>Land Use - The Campus Master Plan outlines policies for responsible stewardship of land resources and sustainable development.</p> <p>Purchasing - The university has instituted a sustainable purchasing policy to support the purchase of products that will minimize any negative environmental or societal impacts of university operations.</p> <p>Waste - UF, through waste reduction and recycling initiatives, achieves a waste recovery rate of nearly 40%.</p> <p>Water- Over 90% of the university's irrigation needs are met by the reclaimed water system.</p> <p>Social Equity - The University of Florida has set aggressive hiring and retention goals to ensure the university reflects society's racial, ethnic and gender diversity.</p> <p>Curriculum & Research - The University Provost has signaled her support of an academic focus on sustainability.</p> <p>Community Service and Outreach</p> | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name University Wide

Co Area: Financial Affairs

1051

Title: eSTART: Electronic Staff Reference Tool

Source: Florida State University

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/eStart.pdf>

Abstract: The University Business Administrators (UBA) Program at Florida State University realized that through growth and expansion of our organization that maintaining effective training and procedure manuals had not kept up with the demands of our ever-increasing responsibilities. Originally, the program had fewer than ten employees in four locations and management was able to provide hands-on instruction and guidance for all employees on limited tasks. Over the past eight years, the program has increased to 120+ employees in 31 campus locations with responsibilities in financial, budgetary, human resources and administrative areas. The management team determined that to better position ourselves for short-term vacancies, turnover in staff, training new employees and peak workload demands, it would be crucial to develop a plan to identify job functions by position and consistently document the information for every responsible task. We selected the title "eSTART" which is our Electronic Staff Reference Tool to indicate this would be more than an employee procedures manual, but rather a broader and more dynamic tool for employees and their supervisors.

The process began with the creation of a functional (job task) survey that was sent to each employee and their supervisor. The survey covered as many job tasks and functions that were noted on all of the position description and any additional recurring special projects/assignments unique and site specific. The survey provided a mechanism to gather the information and summarize the core functions very quickly. An electronic training and staff reference tool template was designed and given to the employees to complete with their supervisor. Focus groups and "one-on-one help sessions" were provided to pool the information and assist with the writing aspect of the project. The template was designed to link core functions by position to the Finance and Administration Policies and Procedures via Uniform Resource Locators (URL's) on the university website. Connecting the day-today operational functions to university policy was a major component of this project.

BEST PRACTICES - Sub/Co-Areas

Dept Name Facilities/Facilities Planning **Co Area:** Financial Affairs # 1055

Title: Implementing an Integrated Capital Project Management and Accounting System for Project Managers' Use

Source: Georgia Institute of Technology

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/Accounting.pdf>

Abstract: Georgia Tech recently implemented an integrated capital project management and accounting system using (1) Facility Focus, a Maximus product, for tracking capital project finance and budgeting information, and (2) a web-based interface using userdefined fields (UDFs) within Facility Focus for project status reporting. The purpose of the project was created a centralized portal for tracking and reporting of construction projects on an Institute wide basis.

The project was initiated in the Facilities Division of Georgia Tech. However, because data entry and reporting has a web-based interface, all crucial organizations on campus have access to the financial data and reports. This includes project managers at Facilities, OIT and colleges, as well as the Budget Office, Financial Services and Controller's Office. The system was designed for project status briefing for senior management, bimonthly status reports of project managers across the Institute, and the financial officers at the college.

Dept Name Controller's Office - Stdt Fin Srv **Co Area:** Financial Aid # 884

Title: Online Bills and Parent Notification and Training Saves Money and is Environmentally Friendly

Source: Lipscomb University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2008bp/>

Abstract: proximately 5 years ago, we decided to put our bills online and initiated block rate tuition. Customers were complaining that the hard copy bill was always wrong, and when we investigated, the students were correct because student accounts are a moving target.

The Computer Center personnel devised a system that figures financial aid based on the number of hours a student has. If the student is less than full time, they get no financial aid. Because we were already using Banner Software, no new software was needed.

Because we do not send out pre-bills and because of FERPA laws, parents are communicated with and trained to read the bill at Advance (Freshman Orientation). I created a parent email list. At the appropriate time, I email the parents on my list and tell them that it is time for their students to check their holds, pay their bill, and any other important information that needs to be communicated.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area:** Grants & Contracts # 401

Title: Cost Sharing Best Practices

Source: University of California Davis

Addl Info: <http://accounting.ucdavis.edu/Costshare/bestpractices.cfm>

Abstract: There are several things you can do to ensure that your cost share tracking is effective, efficient, and accurate. The site covers the following topics:

Review, utilize, and communicate information from multiple sources.
Think carefully about the information being entered in the Effort Commitment & Cost Share Tracking system.
Review the information in the Effort Commitment & Cost Share Tracking system on a regular basis.
Avoid the use of Cost Transfer documents.

They also have a Cost Sharing Help site at <http://accounting.ucdavis.edu/Costshare/index.cfm>

Dept Name Division of Research **Co Area:** Grants & Contracts # 431

Title: Best Practices Presentations

Source: University of Rochester

Addl Info: <http://www.rochester.edu/adminfinance/audit/practices.html>

Abstract: This site links to several presentations covering the following:

Principal Investigator Ledger Approval Sample Form
Cost Sharing / Conflicts of Interest
Principal Investigator's Fiscal Responsibilities
Internal Control Objectives for Sponsored Programs Audits
Inventory Management Best Practices
Travel and Conference Best Practices
Records Retention Best Practices
Salim Alani's Fall 2000 Finance Conference Presentation
Controls To Minimize Fraud in a Cash Receipts Environment
Internal Controls -- What are they and why should I care?

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area: Grants & Contracts** # 571

Title: Research Ethics Policy, Principle and Procedures

Source: University of East Anglia (United Kingdom)

Addl Info: http://www.uea.ac.uk/research/research_integrity/University+Research+Ethics+Policy+approved+Senate+15+June+2011

Abstract: The University is committed to advancing and safeguarding high quality academic and ethics standards in all its activities. The Policy should be read in conjunction with other complementary policies, including the University's 'Guidelines on Good Research Practice' and with the University's 'Procedures for dealing with allegations of misconduct in research', as well as specific ethics guidance issued by the University and Faculty Research Ethics Committee and any associated sub-committees.

When undertaking research, researchers are expected to consider and observe ethical principles and the University's mission and values. This policy sets out conditions for establishing the ethics review requirements of a research project.

Dept Name Division of Research **Co Area: Grants & Contracts** # 576

Title: Research Ethics: A Handbook of Principles and Procedures

Source: University of Gloucestershire (England)

Addl Info: <http://insight.glos.ac.uk/researchmainpage/researchoffice/documents/research%20ethics%20handbook%20final%20nov%202010.pdf>

Abstract: Introduction

1. Professional and academic communities are placing increasingly exacting responsibilities on their members to improve the ethical standards of research and practice within their disciplines, and journal editors may require evidence that research projects have secured formal ethical clearance before agreeing to publish their findings.
2. Research Ethics: a Handbook of Principles and Procedures has been produced in response to this growing awareness of ethically sensitive issues in research and scholarly activity. Under the aegis of Academic Board, its intention is to guide and, where necessary, regulate the scholarly activities of researchers at undergraduate, postgraduate and staff levels within the University and to promote a stronger appreciation of ethical considerations in research.
3. The Handbook comprises three parts.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area: Grants & Contracts** # 890

Title: Automated Workflow for Employee Fund Changes

Source: Medical University of South Carolina

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: What is the best way to automate the large number of paper personnel transactions that flow through Human Resources, Payroll, and Grants and Contracts Accounting on a daily basis? Further complicating the situation was the fact that almost 85% of MUSC's academic administrators were already utilizing a financial shadow system to create and account for these type transactions. For as many as 15 years, MUSC has been exploring alternative ways to automate the Position/Employee Action Request (PEAR) form.

MUSC's answer to this problem was to purchase and implement a workflow tool to integrate information from the shadow system into the financial system of record. The first process chosen to automate was changes to payroll (labor) distribution, called "Fund Changes" at MUSC, and the project was dubbed the "TeamWorks for Fund Changes Project."

When possible, TeamWorks writes data directly into the HR/Payroll system of record, eliminating the risk of data entry errors by Payroll staff. When human intervention is necessary, TeamWorks streamlines the process by delivering tasks to a user's inbox and delivering status updates to the UMS user along the way so the business manager always knows where the request stands.

Dept Name Division of Research **Co Area: Grants & Contracts** # 929

Title: Audits find no more fraud at U of L

Source: University of Louisville

Addl Info: <http://www.courier-journal.com/article/20081114/NEWS01/811140437>

Abstract: U of L officials called for the audits in July after allegations surfaced that former education dean Robert Felner had mishandled grant and contract money. They also offered a number of suggestions for U of L to improve its grant practices, including providing better oversight training to department chairs and deans. They also recommended that when a dean is the principal investigator on a grant, someone else be assigned to provide oversight.

The auditors also suggested:

1. Periodic reviews of grants by the university's internal auditor.
2. Improving the monitoring of conflict-of-interest statements to ensure they are filed and that sanctions are enforced against those who do not file them. They also recommended periodic audits to ensure the filings' accuracy and said the university should consider requiring all faculty to file the forms, even those not involved in research.
3. Increasing training for business managers in the university's schools and colleges, and possibly implementing a grants-management position separate from the unit business managers.
4. Improving controls over grant-related expenses paid for with departmental debit cards.
5. Standardizing and streamlining grant reporting systems across the university.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area:** Grants & Contracts # 1026
Title: Guidelines for Monthly Grant Reconciliation
Source: East Carolina University
Addl Info: <http://www.ecu.edu/cs-educ/research/accounting.cfm>
Abstract: In keeping with the College of Education's commitment to follow established best practice procedures, all grants and contracts must have a monthly reconciliation of account activity and balances. This reconciliation must be reviewed and signed off by the SPA administrator and Project Director/Principal Investigator. It is also recommended for the Department Chair/Director to review and sign off. This is done using Banner.

Dept Name Office of Information Technology **Co Area:** Human Resources # 525
Title: How to tame the e-mail beast
Source: CIO Magazine - CNN Website
Addl Info: <http://archives.cnn.com/2001/TECH/internet/10/18/email.beast.idg/index.html>
Abstract: Attachments - Allegiance has a relatively stringent approach to enforcing its corporate e-mail usage policy -- employees must agree to the policy's terms and conditions each and every time they log on to the e-mail system. The policy includes a prominent directive: Don't open unexpected attachments.

Start with a usage policy - Your first line of defense against e-mail troubles is a solid e-mail usage policy, regularly communicated and consistently enforced. Unfortunately, no single e-mail policy works for all companies. At Paul, Hastings, Janofsky & Walker, a law firm headquartered in Los Angeles with more than 1,900 employees, staffers must sign a technology usage agreement upon joining the firm. CIO Mary Odson also circulates an update or review of the agreement every six months.

Training employees on e-mail policies is standard procedure for many companies, but training that stops there is inadequate. Employees also need instruction in e-mail etiquette, including how to recognize spam, scams and urban legends.

BEST PRACTICES - Sub/Co-Areas

Dept Name Financial Affairs **Co Area:** Human Resources # 550
Title: Conflict of Interest
Source: St. Thomas University
Addl Info: http://w3.stu.ca/stu/administrative/hr/policies/conflict_interest.aspx
Abstract: In order that members of the University community and other interested parties can have confidence in the hiring, tendering and employment practices of St. Thomas University, the University establishes this policy to provide reasonable precautions against favoritism in hiring, tendering and other employment related decisions.

Covers -
Hiring
Awarding of Contracts
Outside Employment
Acceptance of Gifts

Dept Name Budget Office **Co Area:** Human Resources # 873
Title: STRIPES: Auburn University Budget System
Source: Auburn University
Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>
Abstract: The recent implementation of Banner HR and Banner Finance necessitated the development of new budget processes.

Prior to STRIPES the budget system was primarily a manual process that was laden with paper. Departments received printed ledgers from the Budget Office, performed calculations, recorded entries onto the ledgers, submitted the paper ledgers back to the Budget Office, etc.

For FY2008 AU was live in both Banner Finance and Banner HR, and the Budget Office was in need of a system that provided them with control of processes from start to finish. The Budget Office needed to set essential variables that departments could not modify (ex., cost of living increases, departmental allocations, etc). They needed to be able to adjust securities, give users access to departments, give FOAP combinations to departments, and set complex relationships between the colleges and their departments. The end-users needed to be able to modify their section of the budget without introducing errors to the Budget Office's entries. Information Systems Support needed a way to create the seed data, help in the user administration, and upload the budgets into the system.

The development of STRIPES incorporates Banner's Salary Planner into a module that is user-friendly and more efficient than its predecessor, and further automates and streamlines the budget process for the entire Auburn University system.

BEST PRACTICES - Sub/Co-Areas

Dept Name Equal Opportunity **Co Area:** Human Resources # 958

Title: Mentoring Best Practices

Source: Diversity Inc

Addl Info: <http://www.diversityinc.com/topic/mentoring/>

Abstract: Why do talented people--especially women, Blacks, Asians and Latinos--leave corporate America? Several studies show that even before the current economic crisis they felt that they weren't going to get promoted and that opportunities were limited. With the recession making the potential for promotion even more limited, they feel even more powerless. Taken from businesses such as IBM and American Express

- 1: Use Formal, Structured Programs
- 2: Use Informal Mentoring
- 3: Make Mentoring Cross-Cultural
- 4: Measure Success and Follow-Up
- 5: Publicize the Benefits of Mentoring Programs

Dept Name Equal Opportunity **Co Area:** Human Resources - Employme # 438

Title: Diversifying the Faculty: A Guidebook for Search Committees

Source: University of Washington

Addl Info: <http://advance.washington.edu/apps/resources/docs/best-practices-checklist.pdf>

Abstract: A checklist Good, Better and Best Practices to use before, during and after the search.

BEST PRACTICES - Sub/Co-Areas

Dept Name Equal Opportunity **Co Area:** Human Resources - Employme # 541

Title: Guidelines for Search Committees and Equity Panel Members in the Conduct of Faculty Searches

Source: Mount Allison University

Addl Info: <http://www.mta.ca/hr/ee&labourel/equity.htm>

Abstract:

- A. Introduction - The Principle of Equity in Hiring
- B. The Role of the Equity Panel Member
- C. The Search for Excellence in Hiring
- D. Developing Sensitivity and Awareness of the Differing Career Patterns among Women Academics
- E. "Best Practices" in Hiring
 - Construction of Advertisements
 - Approaches to Countering Perceptual Distortions
 - First Impressions
 - Favourable vs. Unfavourable Information
 - Positive/Negative Halo Effect
 - Stereotyping
 - Hiring in One's Own Image
 - Oversimplification
 - Projection
 - Self-fulfilling Prophecy
 - Interviews and the Conducting of Campus Visits
 - Post Interview Assessment

Dept Name University Wide **Co Area:** Inspector General # 498

Title: Guidelines for Reporting and Investigating Suspected or Known Fraud, Waste, Abuse and Other Improprieties

Source: South Texas College

Addl Info: http://hr.southtexascollege.edu/forms/policies/policies_reporting_fraud_procedures.pdf

Abstract:

South Texas College (STC) is committed to creating an environment where fraud, waste, abuse and other improprieties are not tolerated. All STC employees are responsible for complying with the board policies that govern their conduct and ensuring that all resources entrusted to them are used ethically, prudently, and for their designated purpose.

In addition, to ensure that STC resources are used appropriately, managers and supervisors are responsible for educating employees about proper conduct, creating an environment that deters dishonesty and maintaining internal controls that provide reasonable assurance of achieving management objectives and detecting dishonest acts. Furthermore, managers and supervisors must be cognizant of the risks and exposures inherent in their area of responsibility and be aware of symptoms of fraud, abuse and other improprieties, should they occur. This procedure establishes a uniform method for reporting fraud, abuse and other improprieties against the College.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area:** **Inspector General** # 859
Title: Auditor's Role in Research Compliance
Source: University of Florida
Addl Info: http://apps.research.ufl.edu/research/training/ppt/SPT005.0_RATS-RACOC.ppt
Abstract: Auditor: a friend or a foe? Find out what your university auditors consider to be high-risk issues in sponsored research administration and accounting. There will be a discussion of audits performed, summary of common issues and findings and proactive best practices in higher education.

Auditor's role and how you can be prepared?

Joining forces for educational, and compliance oversight activities involving research administration?

Dept Name Office of Information Technology **Co Area:** **Inspector General** # 998
Title: IT Security Best Practices
Source: Wayne State University
Addl Info: <http://internalaudit.wayne.edu/security-practices.php>
Abstract: This is a site under the Office of Internal Audit. The following is a list of best practices that were identified to develop, identify, promulgate, and encourage the adoption of commonly accepted, good security practices. They represent 10 of the highest priority and most frequently recommended security practices as a place to start for today's operational systems. These practices address dimensions of information security such as policy, process, people, and technology, all of which are necessary for deployment of a successful security process. This initial set of practices is targeted toward executive leadership in industry. When adopted, these practices catalyze a risk-management-based approach to ensuring the survivability and security of critical information assets.

General Management
System & Network Management
Policy
Authentication & Authorization
Risk Management
Monitor & Audit
Security Architecture & Design
Physical Security
User Issues
Continuity Planning & Disaster Recovery

BEST PRACTICES - Sub/Co-Areas

Dept Name Facilities/Facilities Planning **Co Area:** Institutional Effectiveness # 984
Title: Assessment Tools - Documentation Templates
Source: University of West Georgia
Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>
Abstract: Based on previous assessment experiences with SACS, Georgia Oglethorpe Award Inc., and the APPA Award of Excellence, Campus Planning and Facilities at the University of West Georgia flexed their IT training and abilities in developing an electronic documentation template to serve as a key referral resource for a system-wide peer review as well as an EPA audit.

The template proved to be instrumental in providing examiners timely accessibility to the required documentation in advance of the audits, so that more time could be spent on inspections and interviews. In addition to cost savings on multiple paper copies of numerous documents, postage, and administrative fees, having the template on the department's website also improved examination efficiency.

Dept Name Student Health Services **Co Area:** Office of Information Technolog # 206
Title: Improving Pharmacy Services
Source: Penn State University
Addl Info: <http://qualityspotlight.psu.edu/uhs/index.html>
Abstract: The pharmacy at University Health Services fills 500-800 prescriptions a day. The staff works in a small area and, with no opportunity to increase space, increasing staff was not an option. Turnaround time, from the time a prescription was received to the time it was filled, was too high. Additionally, timely communication with customers was difficult.

University Health Services took a two-pronged approach to the challenge. First they used technology to increase the opportunities for patients to ask questions and submit prescriptions. Their customers can use their touchtone phones to request refills of prescriptions. They can also submit refill requests and ask prescription related questions online 24/7. Second, the pharmacy implemented an automated, robotic system to do the manual work of placing medication in bottles and preparing labels. The pharmacy staff verifies the contents afterward. This change reduced the time and increased the accuracy of filling prescriptions, as well as increasing staff satisfaction.

<http://www.sa.psu.edu/uhs/pharmacy/pharmacy.cfm>

BEST PRACTICES - Sub/Co-Areas

Dept Name Student Affairs

Co Area: Office of Information Technolog # 254

Title: Many Colleges Lack Music-Piracy Policies

Source: Chronicle of Higher Education

Addl Info: <http://chronicle.com/article/Many-Colleges-Lack/19339/>

Abstract: Many colleges have not yet adopted comprehensive policies to combat music piracy on their campuses, according to a report by a group of college officials and music-industry leaders. Colleges that have done so, the report says, use a variety of approaches, from blocking all file sharing to requiring students to sign a pledge that they will honor copyright laws.

A report cites with approval the aggressive efforts by a number of institutions to educate students about the risks of trading copyrighted music. Among them are a software program at the University of Florida that attempts to block all peer-to-peer transfers; a series of educational videos and radio spots at the University of Wisconsin at Madison; and a requirement at Purdue University that students sign an acceptable-use policy before they are given access to campus computer networks.

BEST PRACTICES - Sub/Co-Areas

Dept Name Student Affairs

Co Area: Office of Information Technolog # 255

Title: Hollywood Hits the Phones to Quiz Colleges About File Sharing

Source: Chronicle of Higher Education

Addl Info: <http://chronicle.com/article/Hollywood-Hits-the-Phones-to/32149/>

Abstract: Deans and provosts who answer their phones in the coming months may be surprised to find themselves fielding questions about campus file sharing from high-ranking film-industry officials. Industry representatives are calling as part of an aggressive campaign to persuade college administrators to step up their efforts to curtail online movie piracy.

In recent weeks senior officials of the Motion Picture Association of America have been telephoning and e-mailing technology officers, student-life supervisors, and general counsels at colleges across the country. Industry representatives have called administrators at 79 colleges where, MPAA officials say, online movie trading is rampant. They plan to get in touch with 61 more institutions, according to James W. Spertus, the association's vice president for anti-piracy operations.

During the phone calls and in the e-mail messages, industry officials ask college administrators what steps they are taking to warn students against movie piracy. The officials encourage institutions to strengthen their existing educational strategies or adopt new ones, like putting anti-piracy fliers in student-orientation packets, hanging posters in student unions, and asking students to sign fair-use agreements before they get access to campus Internet accounts.

The industry representatives offer to provide the colleges with posters and brochures, as well as copies of a best-practices guide prepared this year by the Joint Committee of the Higher Education and Entertainment Communities, a group of college administrators and movie and recording-industry executives that has studied file swapping on campus networks.

See <http://www.educause.edu/ir/library/pdf/CSD3092.pdf>

BEST PRACTICES - Sub/Co-Areas

Dept Name Student Affairs

Co Area: Office of Information Technolog # 257

Title: Software Industry Joins Groups Bringing Anti-piracy Campaigns to Campuses

Source: Marquette University - Chronicle of Higher Education

Addl Info: <http://chronicle.com/article/Software-Industry-Joins-Groups/16439/>

Abstract: May 2005 - In recent months the Business Software Alliance, a trade group of software manufacturers, has sent letters to college administrators across the country, encouraging them to distribute brochures and bookmarks -- the paper kind -- that make the industry's case against software piracy. The materials are part of an educational campaign that the trade group developed in October.

This month Marquette University became the first institution to sign up for the program, which will begin in earnest on the campus in the fall. Marquette officials decided to participate in the program because they would rather teach students about computing ethics than offer them subscriptions to a legal file-swapping service.

Already, university officials have sent e-mail messages to students and faculty members informing them of the campaign, called "Define the Line," and encouraging them to visit its Web site. They have also distributed more than 8,000 bookmarks promoting the campaign in campus stores and, occasionally

BEST PRACTICES - Sub/Co-Areas

Dept Name Student Affairs

Co Area: Office of Information Technolog # 260

Title: Downloading to a Lawful Beat

Source: Chronicle of Higher Education

Addl Info: <http://chronicle.com/article/Downloading-to-a-Lawful-Beat/11968/>

Abstract: Following the lead of Pennsylvania State University -- which last fall signed a deal with Napster, the popular online music library -- more than 20 colleges and universities now offer students a chance to subscribe to legal music services, either free or at significant discounts. Music-industry executives and lawmakers have endorsed such measures. Colleges that are serious about discouraging music piracy, proponents of the services say, should provide students with a credible alternative to KaZaA, Grokster, and other peer-to-peer networks that can be used to trade music files illegally.

As a trio of young women chat over coffee, one says she's considered signing up for Cdigix, a legal online music library that made its debut on the campus this fall. Through a deal that Rochester Institute of Technology struck with the company, students can get access to Cdigix's library of about one million songs for \$2.99 a month.

Penn State and RIT represent the two models that have emerged for bringing legitimate music services to campuses. There is a distinction between the universities' tactics: Penn State forked over tens of thousands of dollars so that students could use Napster at no charge, while RIT paid almost nothing to bring Cdigix to campus, reasoning that many students would be willing to pay discounted fees to download music legally. Cdigix works exclusively with colleges and universities.

Emory University, was lauded for its aggressive education efforts in a best-practices report released in March by Mr. Spanier's ant-piracy committee. Emory had conducted a pair of poster campaigns -- one designed to reach students, one for faculty and staff members -- warning underground-network users of industry lawsuits and potential computer-security problems. Administrators also placed ads in the campus newspaper, started a newsletter about the institution's ant-piracy policies, and e-mailed students on the subject.

BEST PRACTICES - Sub/Co-Areas

Dept Name Physical Plant - Utilities **Co Area:** Office of Information Technolog # 369

Title: Energy: Efficiency Measures

Source: Colby College

Addl Info: <http://www.colby.edu/green/documents/GrnComputing.doc>

Abstract: Steps taken to reduce energy: purchasing energy efficient computers and peripherals, configuring energy management options on all machines, and raising environmental awareness by producing instructional pamphlets and online resources, which offer green computing guidelines for students, faculty, and staff. Additionally, we worked to reduce the environmental impact of our paper use by distributing printers capable of duplex printing, and purchasing 100% recycled paper. Colby also donates usable older computers, while unusable equipment is properly disposed of in environmentally responsible ways. These initiatives have been successful in reducing electricity demand and resource waste.

The EPA has estimated that using the 'sleep mode' on computers nationwide would reduce their energy use by 60% to 70%. This could save enough electricity each year to power Vermont, New Hampshire and Maine, cut electric bills by \$2 billion, and reduce CO2 emissions by the equivalent of five million cars. We felt that if the Colby community turned its printers and computers off overnight and on weekends, over \$42,000 could be saved annually

Dept Name Registrar's Office **Co Area:** Office of Information Technolog # 618

Title: On-Line Student Registration Override Request System

Source: Georgia Institute of Technology

Addl Info: <http://www.orgdev.gatech.edu/bp/gtbor/2006RegistrarsOffice.ppt>

Abstract: Utilize Banner

- To give students a central location for making requests for permits, etc.
- To give departments an easy mechanism for approving, denying, and tracking requests
- To provide automatic e-mails to students regarding the requests
- To provide data to track advisors' time

BEST PRACTICES - Sub/Co-Areas

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|-------------------|--|-----------------|---------------------------------|---|-----|
| Dept Name | University Wide | Co Area: | Office of Information Technolog | # | 707 |
| Title: | Computer Security - What to do when traveling | | | | |
| Source: | Purdue University | | | | |
| Addl Info: | http://www.purdue.edu/securepurdue/bestPractices/traveling.cfm | | | | |
| Abstract: | <ol style="list-style-type: none">1. When traveling, carry your notebook computer with you at all times. Do not check it with luggage, leave it in a hotel, or in a car. These are not secure locations. If you cannot do this, then do not take your computer.2. Always use the VPN system when logging in to Purdue networks. More Information3. If you log in to your computer in an unsecured place (such as a public area), change your password once you have returned to the safety of a secure location. More Information <p>Behaviors</p> <ol style="list-style-type: none">1. Never use free kiosks or Internet café computers to log in to Purdue accounts. More Information2. Never log in to Purdue accounts without using VPN.3. Never leave your computer unattended. | | | | |

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|-------------------|--|-----------------|---------------------------------|---|-----|
| Dept Name | University Wide | Co Area: | Office of Information Technolog | # | 758 |
| Title: | Microsoft Offers Free "Best Practice" Advice | | | | |
| Source: | Microsoft | | | | |
| Addl Info: | http://blakehandler.wordpress.com/2007/01/19/microsoft-offers-free-best-practice-advice/ | | | | |
| Abstract: | <p>Road to Know Where PRACTICAL ADVICE:</p> <ul style="list-style-type: none">o Preparing for Vacation Best Practices - Prepare for your vacation so and work continues while you are gone and your return is as smooth as possible.o Computer Maintenance Best Practices - Keep your computer working at peak performance and protect it with the latest security updates.o Power Management Best Practices - Reducing your computer's power consumption will prolong battery charge or lower your company's electric bill.o Printers Best Practices - Learn about and use advanced printing features to save time and money and print securely. <p>SECURITY:</p> <ul style="list-style-type: none">o Secure Your Computer Best Practices - Take steps to guard against intrusion, protect your data and prevent virus infections.o Protecting Your Laptop Best Practices - Secure important data and take precautions to prevent theft.o Secure Your Network Access Best Practices - Prevent unauthorized network access by protecting your smart card and network credentials.o Create Strong Passwords Best Practices - Create strong passwords to help stop hackers from accessing the corporate network. | | | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - Property **Co Area:** Office of Information Technolog # 1006
Title: Removing Data from Computer and Electronic Storage Devices
Source: University of North Carolina
Addl Info: <https://help.unc.edu/6411>
Abstract: University of North Carolina at Chapel Hill
Computers and other electronic devices store information on a variety of media. It is important to ensure that all licensed software and all University confidential (e.g., classified as internal use, restricted, or restricted-health) information is securely removed from such devices before ownership is transferred. Examples of electronic storage equipment include disk drives found inside computers, external disk drives, CD-ROMs, Zip disks, USB Flash drives, and memory cards.

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 339
Title: A Guide to Best Practices in Human Subjects Research
Source: Bucknell University
Addl Info: <http://www.bucknell.edu/Documents/InstitutionalResearch/IRBPolicyManual.pdf>
Abstract: This document is intended to provide guidance for students and faculty who conduct classroom exercises that involve human subjects. Such exercises are presumed to involve only minimal risk to the subjects, that is, risk that is no greater than subjects would encounter in their everyday lives. If you anticipate that a planned classroom exercise will involve more significant risks, or if there are unique or idiosyncratic elements to your project that do not conform to the descriptions in this document, you should consult first with your departmental representative to the Institutional Review Board (IRB). If your department does not have a standing representative, you may consult with the IRB representative in a closely related department, or contact the Chair of the IRB at 577-3623 (rackoff@bucknell.edu).

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 455
Title: Best Practices for Obtaining Grants
Source: Berkshire Community College
Addl Info: http://www.iberkshires.com/story.php?story_id=5465
Abstract: Why are some companies and organizations more successful than others in obtaining training and other types of grants? Some of the best practices for successful grant applications were outlined in a recent workshop sponsored by the Berkshire County Regional Employment Board. They include:

Is this a good fit? Take a close look at the grant's mission statement and goals to see if your own employer's mission matches well.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research

Co Area: Office of Sponsored Research

456

Title: Grant Development Guide

Source: Mount Wachusett Community College

Addl Info: <http://mwcc.edu/advancement/files/2011/12/Grant-Development-Guide.pdf>

Abstract: The role of the institutional advancement (IA) office is to assure Mount Wachusett Community College's growth, viability, and competitive advantage. IA builds an annual grant development agenda, driven by the college's strategic priorities, to seek and obtain external funding support that will enhance the work done at the college in:

- Upgrading current programs;
- Developing new academic programs;
- Attracting new faculty and students;
- Providing new educational opportunities;
- Improving teaching and access to teaching resources;
- Promoting and enhancing diversity;
- Adding and improving resources; and
- Supporting community service activities.

Also see THE GRANT DECISION MAKING MATRIX - <http://www.mwcc.mass.edu/PDFs/matrix.pdf>

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 549

Title: Ethics - Human Subjects - Best Practices

Source: University of Toronto

Addl Info: <http://www.research.utoronto.ca/for-researchers-administrators/ethics/>

Abstract: The Ethics Review Office (ERO) is responsible for providing the support and resources necessary to uphold the highest ethical and regulatory standards of research involving human or animal subjects, or using biohazardous materials at the University of Toronto. We are here to assist faculty members, staff and students through the ethical review process, from the preparation of a protocol submission to the final approval of the research and beyond. We also facilitate the review process conducted by our five Research Ethics Boards (REBs), six Local Animal Care Committees (LACCs), University Animal Care Committee (UACC), and help to develop and enforce policies and procedures at the university which are in compliance with national and international guidelines. Finally, we are here as a resource to all university researchers in understanding the why's and how's of research ethics and ethics review.

The site covers -
Human Subjects
Animal Subjects
Application Forms
Biohazardous Materials
Contacts

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 585

Title: Overview of Research Ethics at Griffith University

Source: Griffith University

Addl Info: http://www.griffith.edu.au/or/ethics/humans/content_overview.html

Abstract: In accordance with the National Statement of Ethical Conduct in Research Involving Humans, the University has established the Griffith University Human Research Ethics Committee (HREC). This committee is responsible for considering applications for ethical clearance, monitoring the conduct of approved protocols, and advising the institution on the formulation of policies and guidelines for this area.

The previous 5 years have seen a rapid pace of change in the regulation of human research ethics in Australia. During the same period the volume and complexity of human research within the institution has increased. In light of concerns expressed by some researchers and a desire to ensure that the University's research ethics arrangements will keep pace with international best practice, the former Deputy Vice-Chancellor initiated a wide-ranging review of the University's arrangements.

The Review report made a number of significant recommendations that were accepted by the Academic Committee at its 11 September meeting, 2003.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 746

Title: Best Practices for Ensuring Quality Care of Research Animals

Source: University of California San Francisco

Addl Info: http://www.iacuc.ucsf.edu/Policies/lf_iacuc_bestpractice_trifold.pdf

Abstract: Conducting high-quality research is essential to UCSF's mission of advancing human health. Animal research in particular is highly regulated, and UCSF is committed to full compliance with all regulatory agencies and oversight groups. Beyond what laws and regulations dictate, we recognize that laboratory animals are living creatures that deserve to be treated with care and compassion.

In fact, UCSF is dedicated to becoming the national model for animal research and care. To that end, this brochure outlines the best practices possible for ensuring the well-being of our animals and to maximizing their comfort and welfare.

Dept Name Division of Research **Co Area:** Office of Sponsored Research # 853

Title: Developing a Grant Budget

Source: University of Wisconsin Colleges

Addl Info: <http://www.uwc.edu/administration/academic-affairs/grants/writing/budget/>

Abstract: Budget preparation varies greatly from project to project. All Request for Proposals (RFP) require some type of budget presentation. Budget items should match up exactly with the project activities, goals, and objectives being proposed. Eliminate budget amounts that cannot be justified by your proposed activities. Realistic figures go a long way toward convincing readers and project officers that your organization is reliable and can do the job. For example, an on-campus project that requires minimal travel should not include a \$1,000 travel line item.

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - A/P

Co Area: Office of the General Counsel

689

Title: Accounts Payable and Sarbanes-Oxley

Source: Book by Mary S. Schaeffer

Addl Info: [Check local library for book](#)

Abstract: Chapters

1. Sarbanes-Oxley: How It Applies to Accounts Payable
2. Compliance Alternatives: Outsourcing and the COSO Framework
3. Invoice Processing
4. Checks
5. Purchasing Cards
6. Electronic Payments: Alternatives to the Paper Check
7. Travel and Entertainment Expense Processing
8. Unclaimed Property (Escheat)
9. 1099s and Other IRS-Related Information Reporting
10. Sales and Use Tax
11. Fraud Prevention Controls
12. Documentation Needed to Conform to the Act
13. Overall Guidelines for Conforming to the Act

Appendices

- A. Sarbanes-Oxley Act of 2002
- B. Segregation of Duties
- C. Blank Cejcl Stock Security Features
- D. Demographic of Purchase Card and Sarbanes-Oxley Survey
- E. Independent Contractor or Employee - 20 Questions

BEST PRACTICES - Sub/Co-Areas

Dept Name Environmental Health & Safety

Co Area: Physical Plant

327

Title: Safety Alert Program

Source: American University

Addl Info: <http://www.appa.org/FacilitiesManager/articleDetail.cfm?ItemNumber=1188>

Abstract: Institutional Benefits

The purpose of the Safety Alert Program was to enhance awareness and protect American University Physical Plant staff and contractors during the performance of routine, preventive maintenance and emergency tasks in mechanical and electrical rooms. The program supported in-house staff and contractors in four major areas: safety awareness, equipment labeling, training, and information accessibility. The following are specific benefits:

1. The drawings explained basic safety awareness for each location.
2. The drawings showed the mechanical and electrical equipment in a spatial relationship to the room.
3. The drawings showed specific locations for controlling of electrical and mechanical equipment.
4. Tables of mechanical equipment showing name, type, function, and closest disconnect.
5. The relabeling of all associated equipment (such as the piece of equipment and its electrical disconnect).
6. The new numbering scheme shows the type, location, and sequential number by the floor where the equipment is located.

The site continues by saying the Safety Alert Program can be adapted for use by any institution and lists each of the general steps in the process.

There have been no major accidents in our mechanical/ electrical rooms since the inception of the Safety Alert Program and we are confident that the overall university safety program and the Safety Alert Program were responsible for our excellent record and our accident free environment.

BEST PRACTICES - Sub/Co-Areas

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|-------------------|--|--------------------------------|-------|
| Dept Name | Office of Information Technology | Co Area: Physical Plant | # 536 |
| Title: | Campus Computing and the Environment | | |
| Source: | University of Guelph | | |
| Addl Info: | http://www.isc.uoguelph.ca/documents/060301GreenComputingReport-Draft3.doc | | |
| Abstract: | <p>In response to the release of the study Environmental Impact of Computer Information Technology in an Institutional Setting: A Case Study at the University of Guelph the ISC struck a Green Computing Task Group to review policies, guidelines and practices at the University of Guelph with respect to the purchase, use and disposal of computers, in order to make recommendations that would mitigate the environmental impacts of computing on campus. Computers are defined as desktop units which typically include; central processing unit, monitor, keyboard, mouse and external speakers; and laptop and notepad computers which include all of the above components in a single unit.</p> <p>Specific Objectives:</p> <ul style="list-style-type: none">* identify green computing best practices at other universities and in other sectors* benchmark the University of Guelph against these best practices* examine the need for and nature of computing procurement guidelines* identify energy conservation strategies and practices* identify equipment disposal procedures* recommend a campus awareness program | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Environmental Health & Safety **Co Area:** Physical Plant # 935

Title: Sustainability at UC

Source: University of California

Addl Info: <http://www.universityofcalifornia.edu/sustainability/>

Abstract: The University of California has embraced the goal of sustainability and is transforming its business practices to reduce its environmental impact and fight global warming. By cutting waste and improving efficiency, UC's sustainability initiatives demonstrate the University's commitment to wise stewardship of state resources. In June 2004, President Dynes issued detailed guidelines for the Policy on Green Building Design and Clean Energy Standards. This comprehensive policy established the university as a leader in promoting environmental stewardship among institutions of higher education.

In January 2006, the policy was expanded to include sustainable transportation practices and greenhouse gas emissions reductions. In March 2007, the policy was further extended to cover the areas of climate protection practices, green building renovations, sustainable operations and maintenance, waste reduction and environmentally preferable purchasing. With the most recent expansion, the policy's name was revised to Policy on Sustainable Practices.

Policy - http://www.universityofcalifornia.edu/sustainability/documents/policy_sustain_prac.pdf
Best Practice Case Studies - http://www.universityofcalifornia.edu/sustainability/enrg_bestprac.html

Dept Name Police **Co Area:** Police and/or Traffic & Parking # 877

Title: The 180 SAFE Ride - A Best Practice in Traffic Safety Marketing and Community Partnerships

Source: Florida State University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2008bp/>

Abstract: The 180 SAFE RIDE is a 12-day, 1200 mile bicycle tour around Florida to increase awareness regarding impaired driving, seatbelt safety, and the SAFE (Stay Alive From Education) Street Smart Program. The 180 SAFE Ride demonstrates that through a collaborative effort, public safety, citizens, businesses, and educational institutions can construct and execute a significant crime prevention campaign. Specifically, the 180 SAFE Ride fielded eight cyclists and several support crews to complete a journey around the state, stopping in major cities to draw media attention in a competitive market. The ride seized upon the element of human drama and determination to capture interest, thereby allowing a means to convey the central traffic safety message.

The 180 SAFE Ride launched the idea of community crime prevention partnerships to a level never attempted before in law enforcement. Development and implementation of a statewide traffic awareness campaign at no cost to the central spearheading law enforcement agency is nearly a full time job in itself. However, when the message is so critical, clear, and impacting upon every person and entity involved, enthusiasm gives rise to important partnerships, funding, and effort.

The 180 SAFE Ride is marked to be the gold standard for a traffic safety marketing campaign.

BEST PRACTICES - Sub/Co-Areas

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|-------------------|--|-----------------|---------------------------------|----------|-----|
| Dept Name | OIT - Telecommunications | Co Area: | Police and/or Traffic & Parking | # | 879 |
| Title: | Emergency Phone Program | | | | |
| Source: | Florida State University | | | | |
| Addl Info: | http://www.sacubo.org/awards/bestpractices/archive/2008bp/ | | | | |
| Abstract: | <p>Testing and maintenance of University emergency phones was haphazard at best, utilizing Police Officers' random observations and testing of phones and emergency lighting on blue light stations throughout campus. Telephone problems were reported to the Florida State University Office of Telecommunications while lighting and electrical problems were reported to FSU Facilities, Operations & Maintenance. Reporting was random and inconsistent due to their much higher priority of law enforcement.</p> <p>In 2003, the emergency phone program technician implemented two different types of monitoring software to monitor the two types of emergency phones on campus at that time: Code Blue and Talk-a-Phone.</p> <p>Campus standards for emergency phone outages have been implemented and are quite strict in the interest of the safety expectations of our community. Campus elevator phones are now considered part of the emergency phone program as well.</p> | | | | |

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|-------------------|--|-----------------|-----------------------|----------|----|
| Dept Name | Controller's Office - A/P | Co Area: | Purchasing Department | # | 74 |
| Title: | Create Direct Purchases Interfaces to Suppliers | | | | |
| Source: | Book by Steven M. Bragg | | | | |
| Addl Info: | Check local library for book | | | | |
| Abstract: | <p>A common practice when purchasing is to issue a separate purchase order to a supplier whenever a company wants to buy additional items. One solution to this problem is to consolidate all the purchase orders into a single large one that covers a long time period, which is called a blanket purchase order. This best practice is described later in this chapter in the "Use Blanket Purchase Orders" section. Though an excellent approach, it is sometimes possible to eliminate the purchase order entirely by using a direct purchase interface to a supplier.</p> <p>This best practice involves creating a computer or fax linkage to a supplier, so that employees can order supplies directly from the supplier. By doing so, the purchasing staff does not have to become involved in any purchases and the accounts payable staff does not have to match any purchase orders to supplier invoices, thereby saving time in two departments. Though a clear efficiency improvement, this approach must be used with care because it eliminates some control over purchases. Accordingly, it is usually only used for the purchase of small-dollar items that are bought on a repetitive basis.</p> <p>Good examples of suppliers that might be used for this approach are office or maintenance supply vendors. In these cases, a company can create a standard form that only includes certain products. Employees are allowed to fill out the form with any quantity they want (within reason) and fax or mail it to the supplier, which uses it as authorization to send goods to the company. A more advanced version of this format is to set up the form on e-mail or on an electronic form directly linked to a supplier's customer orders database. By using a preset form for ordering, a company can effectively curtail purchases to a few pre-selected items that do not require further control.</p> | | | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - A/P **Co Area:** Purchasing Department # 82
Title: Directly Enter Receipts into Computer
Source: Book by Steven M. Bragg
Addl Info: [Check local library for book](#)
Abstract: Enter receipts directly into the computer system, rather than forwarding receiving documents to the accounting department for manual matching to the supplier invoice. This approach has the advantage of instant communication of receipts to the accounting staff, since an entry into the accounting database at the receiving dock will be instantly transmitted to the accounting staff. The accounting software can then compare received amounts to the purchase order (which is usually entered into the computer already). All that is left for the accounting staff to do at this point is to enter the purchase order number listed on the supplier's invoice into the computer to see what quantity has been received and how much has not yet been paid. By taking this approach, the bulk of the accounts payable matching process is eliminated.

Dept Name Controller's Office **Co Area:** Purchasing Department # 281
Title: Financial & Operational Controls Best Practices
Source: Harvard University
Addl Info: http://vpf-web.harvard.edu/rmas/best_practices.html
Abstract: Bests Practices provided by Risk Management and Audit Services, covering -

Petty Cash
Account reconciliation
Cash and check receipts
PCard
Travel and reimbursement

Includes links to their policies

(Also given to Purchasing)

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - A/P **Co Area:** Purchasing Department # 362

Title: Accounts Payable Best Practices - P-Cards

Source: Book by Mary S. Schaeffer

Addl Info: [Check local library for book](#)

Abstract: This appears to be a very good book. Each section gives background information, best practices, almost best practices, reality checks, worst practices and a case study.

Chapter 5 P-Cards
Design of the P-Card Program
Establishing Procedures
Setting Controls
Increasing Usage
1099s and P-Cards
Terms
Rebates
Case Study: P-Cards Improve Accounts Payable Process at PETsMART, Rock- Tenn., and Rouse

Dept Name Controller's Office **Co Area:** Purchasing Department # 973

Title: Office of Business Services Best Practices

Source: Kentucky Community and Technical College System

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: The goal was to break down obstacles causing processing inefficiencies with specific focus on the things being done correctly, timely and efficiently. Further, attention would focus on improving operations by publishing and communicating metrics for the areas of Accounting, Accounts Payable, Purchasing and Payroll. For each area, emphasis was placed on doing things right the first time versus having to do rework and to share those positive practices KCTCS wide for others to observe and apply within their own unit/college as a means of process improvement locally and system wide. Additionally, this initiative was used to bring recognition to the great work that was (is) being accomplished on a day-to-day, day-in-day-out basis throughout KCTCS. Lastly, this initiative was a result of the KCTCS system office facing regular complaints, a lack of good communication, and overall inefficiencies with processing within the areas of Accounting, Accounts Payable, Purchasing and Payroll.

Some of the by-products of the Best Practice Awards were: 1) friendly competition; 2) showcasing of the pride employees have and take in their work, and 3), the fact that all colleges stepped up (and stepped up big) to the challenge.

BEST PRACTICES - Sub/Co-Areas

Dept Name Controller's Office - Travel **Co Area:** Purchasing Department # 995
Title: Travel Best Practices
Source: University of Pennsylvania
Addl Info: <http://www.purchasing.upenn.edu/travelSite/travel/best-practices.php>
Abstract:

- Travel Best Practices - Traveler
- Travel Best Practices - TAC holder
- Travel Best Practices - Higher Level Approver

Dept Name Physical Plant - Transportation **Co Area:** Purchasing Department # 1041
Title: Best Fit Vehicle Selection Process
Source: University of Nebraska
Addl Info: [http://www.cacubo.org/pdf/2007/University%20of%20Nebraska%20Lincoln%20\[Best%20Fit%20Vehicle\].pdf](http://www.cacubo.org/pdf/2007/University%20of%20Nebraska%20Lincoln%20[Best%20Fit%20Vehicle].pdf)
Abstract:

Transportation Services is a self-supporting department within the University of Nebraska – Lincoln’s Business and Finance division that seeks to provide quality vehicles and other automotive related services at economical pricing. As a result of significant increases in fuel costs, this department has explored a number of alternatives to address the needs of renting departments while giving a high degree of consideration to fuel economy and to what vehicle may provide the best fit for the intended departmental use.

This proposal describes four recent major changes that are scheduled to produce fuel cost savings, lower overall life cycle costs, and provide better service for departmental customers. Large utility vans used by maintenance personnel have been exchanged for PT Cruiser models with functional interior space and higher residual values. Mid-sized sedans have been replaced with subcompact cars in the intracampus courier fleet. Two changes in renting customers third-party vehicles for demand “spikes” have resulted in cost savings and more efficient rental processing.

By reexamining the criteria used for vehicle fleet renewals and replacements, the University Of Nebraska-Lincoln has met the programmatic needs of its campus customers while driving down the demand for fuel. Other CACUBO institutions would be well served to critically dissect their in-house transportation operations, choosing environmentally-friendly vehicle options where available to satisfy client expectations.

BEST PRACTICES - Sub/Co-Areas

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|-------------------|---|------------------------------------|-------|
| Dept Name | Admissions | Co Area: Registrar's Office | # 897 |
| Title: | "New Dawg" Enrollment Checklist | | |
| Source: | University of Georgia | | |
| Addl Info: | http://www.sacubo.org/awards/bestpractices/archive/2009bp/ | | |
| Abstract: | Several offices on the campus of the University of Georgia heard comments from incoming students about the difficulties they were experiencing in finding a comprehensive list of items which needed to be completed prior to enrollment. Representatives from the University's offices of Admissions, Housing, Student Financial Aid, Student Accounts and Auxiliary Services met for nearly a year to determine content and fine-tune the significant programming required for implementation. The collaborative effort of the team resulted in an electronic document—the "New Dawg" Enrollment Checklist—which is easily accessible from many home pages and which provides a one-stop shop for everything required to complete the enrollment process. | | |
| Dept Name | Business Services | Co Area: Registrar's Office | # 900 |
| Title: | Combining Electronic Class Registration and Textbook Ordering | | |
| Source: | University of Georgia | | |
| Addl Info: | http://www.sacubo.org/awards/bestpractices/archive/2009bp/ | | |
| Abstract: | The University of Georgia determined that the process of electronic registration by its students for each semester's class schedule could be enhanced by connecting the computer data base of the Registrar's Office to the text book data base of the Bookstore. This would enable the student body to choose their required text selections at the same time that they completed the registration process. Bookstore management provided a software program of inventory availability to the University Registrar's Office; and working with representatives of each organization's software designers, a compatible interface was created. This has allowed the data base of the text book inventory to display to the registering student the exact match for his or her class choice as identified by the teaching instructor, via their adoption orders. The student has the option to order the text book requirement for each class in either new or used edition, and have the books either delivered or made available for pick up at the Bookstore. | | |
| Dept Name | Division of Research | Co Area: Research Park | # 989 |
| Title: | Research Park as Economic Engine: A Case in Best Practices | | |
| Source: | Wordpress.com - Michael Cecire | | |
| Addl Info: | http://michaelcecire.wordpress.com/2009/04/29/research-park-as-economic-engine/ | | |
| Abstract: | Designing a great, economically productive research park is an exercise closely intertwined with behavioral economics, believe it or not. By the end of this, you will understand why. | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources **Co Area:** Student Affairs # 461
Title: Establishing a Tobacco-Free Policy on Campus: The OTC Story
Source: Ozarks Technical Community College
Addl Info: http://search.otc.edu/search?q=cache:PFub-gO7fuYJ:www.otc.edu/Documents_Tobacco_Free/TY1Fixedenlarged.ppt+Establishing+a+Tob
Abstract: A completely tobacco-free campus is still almost unheard of. This is not to say that policymakers, students, and staff are unaware of the inherent problems and debris of tobacco use on campus, it has just seemed an insurmountable problem to date. Ozarks Technical Community College (OTC) in Springfield, Missouri took the leap to eradicate tobacco use from the college grounds in fall of 2003 after much consideration and planning, and upon reaching the conclusion that it was just the right thing to do.

Dept Name Academic **Co Area:** Student Affairs # 586
Title: Academic Misconduct - Plagiarism
Source: La Trobe University (Australia)
Addl Info: <http://www.latrobe.edu.au/students/fbel/faculty-resources/administration-and-policy/academic-misconduct-policy.html>
Abstract: La Trobe University regards academic honesty as the foundation of teaching, learning, and research. It requires its academic staff and students to observe the highest ethical standards in all aspects of academic work.

As a response to a perceived increase in plagiarism in the general academic community, Academic Committee has asked a Working Party to thoroughly review the University's policy on plagiarism and other forms of academic misconduct. The Working Party accepts that new students may not understand fully appropriate referencing and acknowledgment of the work of others and recommends that new students be educated comprehensively in these aspects. There should also be detailed information available to students on plagiarism. Clear and mandatory procedures have been defined for staff and alleged cases of serious plagiarism will be handled by two committees. Penalties for plagiarism should be considerably strengthened, involving in serious cases suspension from the University. It is suggested that better education of students about referencing and plagiarism, together with strong penalties, will decrease substantially the incidence of plagiarism.

BEST PRACTICES - Sub/Co-Areas

Dept Name Environmental Health & Safety

Co Area: Student Affairs

762

Title: The Gold Standard of Green Standards

Source: Inside Higher Ed

Addl Info: <http://www.insidehighered.com/news/2007/01/26/greenhouse>

Abstract: Justin Bates makes the rounds on his campus carrying a sack of light bulbs. They are compact fluorescent models — the kind that use less energy than the standard incandescent ones found in many dorm rooms.

Bates, a senior at Williams College, heads an environmental student group that has spent recent months distributing 1,000 of the fluorescent bulbs.

“It allows us to make a difference with an energy footprint, and it gives us the chance to have discussions with students about global warming and energy consumption,” Bates said.

More than a year ago, Bates helped form a group of students and faculty who were concerned about Williams’ energy consumption, which had increased 50 percent over the past 15 years. During that time, the college’s greenhouse gas emissions increased 44 percent. A petition asking Williams administrators to mitigate the college’s effects on global warming received hundreds of signatures, spurring Morton Schapiro, Williams’ president, to form a faculty and student Climate Action Committee.

Bates, the Williams student, said the college’s energy plans cannot work without student participation. His group is sponsoring competitions and awarding prizes for dorms that conserve the most energy. And he is working with Gardner on a proposal to ban or limit the use of dorm miniature fridges — which, Bates said, are a major energy drain.

BEST PRACTICES - Sub/Co-Areas

Dept Name Police **Co Area:** Student Affairs # 779

Title: When a Student Dies

Source: Inside Higher Ed

Addl Info: <http://insidehighered.com/news/2007/04/06/deaths>

Abstract: Sad as it is, a truth of the matter is that as long as there have been students, there have been student deaths. The public protocol is depressingly familiar: The public statement of condolence, the parade of grief counselors, the on-campus memorial service. But behind the scenes, the gears typically grind into overtime duty, as institutional leaders try to balance the need to tell all students what happened with the need to respect privacy rights, and the sometimes conflicting needs of campus friends of the deceased and family members arriving on campus. Because, as anyone whose been left to tie the innumerable loose ends following the death of a loved one can tell you, all those little details of living — the outstanding bills, the library fines, the glossy solicitations for donations — can prove unbearable for a family dealing with grief, perhaps particularly so when the death is utterly unexpected.

And, of course, on top of all that, there are often ongoing police investigations to deal with, safety precautions to adopt, and sometimes even campus health emergencies that must be confronted promptly, and with authority.

Excellent information.

Dept Name Human Resources - Emp Development **Co Area:** Student Affairs # 931

Title: Mentoring in Higher Education: Best Practices

Source: Robertson Publishing

Addl Info: <http://rp-author.com/Canton-James/>

Abstract: Mentoring in Higher Education: Best Practices focuses on models of effective mentoring that can be used for staff development and also what administrators and faculty can do to work effectively with diverse student populations in order to promote high levels of student academic success.

This book describes the significance of best mentoring practices in academic institutions and is designed as a resource for boards and presidents, chancellors, faculty, affirmative action officers, administrators of mentoring programs, academic affairs officers, student counselors, and participants in mentoring programs.

The book also proposes strategies for improving the effectiveness of existing and new programs in mentoring that were designed to increase retention and graduation rates of all students, with emphasis on “students of color.”

BEST PRACTICES - Sub/Co-Areas

Dept Name Space Utilization & Analysis **Co Area: Student Affairs** # 983

Title: Space Management: Maximizing accessibility of on-Grounds facilities and instructional spaces at the University of Virginia

Source: University of Virginia

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: At the University of Virginia, a team was formed to examine a wide range of student programming issues and envision an environment supporting student participation in extracurricular activities. One recommendation streamlined a method for faculty, staff and students to request space for events. Over the course of four years, and utilizing the National Association of University Business Officers (NACUBO) Business Process Redesign (BPR) methodology, three teams were successful in implementing an on-line space reservation system.

The delivered product increased opportunities for extracurricular activities for students and created an efficient reservation process across Grounds. At the time of implementation, students, faculty, and staff could reserve any of the 753 spaces. Recent statistics showed the number of events scheduled increased 73% and instructional space, previously not accessible for event functions, is now available for reservation by academic and student council organizations.

Dept Name Human Resources - Employment **Co Area: Student Affairs** # 1048

Title: Bringing Student Employment Aboard

Source: Florida Atlantic University

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/Employment.pdf>

Abstract: Florida Atlantic University has created a stand-alone Student Employment Program which mirrors and integrates into the University's Human Resource function. Prior to this distinction, Student Employment was a 'paper-processing' function within the Office of Financial Aid. There was little or no follow-up with students and/or their worksites. There was absence of orientation or proper transitioning when a student was no longer eligible to work in 'student-status.' Directors of both areas (Financial Aid & Human Resources) engaged in dialogue to address the situation and determine best practice for effective and efficient handling of the program. Over a two year time frame, the transition was made. The outcome was establishing a full hiring program from online application processing, through new hire orientation. In addition, the Student Employment Program has embraced and implemented electronic personnel action form (E-PAF) completion as an environmentally sensitive action consistent with the going green imitative of paper reduction. Among the many challenges previously facing student employees was compliance with laws inclusive of I-9 completion, multiple visits to Financial Aid, sporadic worksite information and inconsistent posting of positions.

BEST PRACTICES - Sub/Co-Areas

Dept Name Housing **Co Area:** Student Government # 531
Title: Dump and Run
Source: Acadia University
Addl Info: <http://www.dumpandrun.org/dump.htm>
Abstract: We've all heard the phrase "One person's trash is another's treasure" but few people ever go so far as donating the items they no longer have use for. While at Syracuse University, Lisa Heller, the founder of Dump and Run, lost a ring that her grandmother had given her and decided to check the dumpster for it as a last resort. She never found the ring, but was amazed at what she did find. Upon looking in the dumpster Lisa found many perfectly usable items that had been discarded by students. She found, clothing, furniture, lamps, approximately enough canned food to feed a family of four for a week and even a cigar box full of rare stamps, one of which was worth \$400.00.

Students can drop off possessions when they leave for the summer (or graduate) or can purchase items cheaply when looking to furnish their residences. Shortly after Richmond's Dump & Run event for 2000, Dump & Run was granted it's 501C(3) status and this ambitious non-profit was born. What began as a one-time project has evolved into a cutting edge environmental organization.

Dept Name Student Affairs **Co Area:** Students with Disabilities # 454
Title: Maryland Disability and Higher Education Network - Best Practice Guidelines
Source: Montgomery College
Addl Info: <http://www.montgomerycollege.edu/Departments/dispsvc/best-practices/tableofcontents.html>
Abstract: Statewide Guidelines

Each institution should develop guidelines governing support services for students with disabilities. These guidelines, which must adhere to the law, should cover issues specific to each institution, as well as to each institution's sense of mission and commitment in the area of disability support services (Scott, 1994). Complaints against institutions can often be easily resolved if the institution has guidelines in place governing that particular issue. A statement of these guidelines should be disseminated to all involved parties.

See <http://www.montgomerycollege.edu/Departments/dispsvc/best-practices/generalguidelines.html>

Very comprehensive site!

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research

Co Area: Technology Business Incubator # 295

Title: Business Development/Business Incubator

Source: City of Chattanooga, TN

Addl Info: http://www.bmpcoe.org/bestpractices/internal/chatt/chatt_8.html

Abstract: When 3M moved out of Chattanooga in the early 1980s, the company left a 125,000 square foot building in deteriorating north Chattanooga. The local economic development agency restored the building in 1988 and developed it into a small business incubator to provide space and support services for new businesses. The funding for the facility is provided by the Economic Development Administration and City/county matching funds.

The facility now contains 50 offices and 30 manufacturing spaces, with office spaces between 130 and 1,300 square feet and manufacturing spaces between 400 and 8,000 square feet. Spaces are rented at the low end of market value, and the rental rate increases by \$0.50 per square foot per year during the three-year incubation period. Companies qualify as tenants if they are in their first year of existence demonstrating good business planning sense, demonstrating the ability to outgrow and move from the center after three years, and are designated a for-profit company.

Support services provided to the tenants at no charge include janitorial services, business planning assistance, loan packaging assistance, use of conference rooms and overhead projectors, on-site postal boxes, notary public, security, parking, volunteer counseling, and pick-up of mixed paper for recycling. The companies are charged for utilities, garbage disposal, business property tax, clerical support, copier charges, faxing capabilities, and on-site bookkeeping services. A library, video center, and computer center are also available for use at no charge. In addition, over 100 professional volunteers provide assistance to the companies as needed.

There are 65 companies currently located in the facility, 55 of which are service related, and 10 manufacturing related. Total employment for all companies currently in the facility is 424, and 223 companies have graduated out of the incubator with 1,520 employees. The cumulative sales of these start-up companies has amounted to \$200M. Of the 344 companies that started business in the incubator facility, 288 are still in business a success rate of 84%.

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area: Technology Business Incubator # 336**

Title: The Michigan Economic Development Corporation's "SmartZone"

Source: Michigan Universities

Addl Info: <http://ref.themedc.org/cm/attach/DA889C19-C8A6-434A-9FE4-F5440B4B7DF7/MISmartZonefactsheet.pdf>

Abstract: Michigan SmartZones are collaborations between universities, industry, research organizations, government, and other community institutions intended to stimulate the growth of technology-based businesses and jobs by aiding in the creation of recognized clusters of new and emerging businesses, those primarily focused on commercializing ideas, patents, and other opportunities surrounding corporate, university or private research institute R&D efforts.

SmartZones provide distinct geographical locations where technology-based firms, entrepreneurs and researchers can locate in close proximity to all of the community assets that will assist in their endeavors. The locations of the Michigan SmartZones represent areas that comprise a critical mass of technology development assets.

Dept Name Division of Research **Co Area: Technology Transfer # 335**

Title: Maryland Industrial Partnerships (MIPS) program - Best Practice in technology transfer programs.

Source: University System of Maryland

Addl Info: <http://www.mips.umd.edu/>

Abstract: The Maryland Industrial Partnerships (MIPS) program accelerates the commercialization of technology in Maryland by providing matching funds for collaborative R&D projects between companies and University System of Maryland faculty.

Through MIPS, faculty can gain:

- * A fast reply -- MIPS lets applicants know within 60 days whether or not they've received a contract award, enabling them to plan their busy research schedules
- * Results -- MIPS projects have contributed to many successful commercial products, as well as graduate theses and hundreds of published papers

BEST PRACTICES - Sub/Co-Areas

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|-------------------|--|-------------------------------------|-------|
| Dept Name | Division of Research | Co Area: Technology Transfer | # 844 |
| Title: | Intellectual Property | | |
| Source: | University of Newcastle | | |
| Addl Info: | http://www.newcastle.edu.au/policylibrary/000831.html | | |
| Abstract: | <p>The University is committed to fostering a culture which advances scholarship, promotes innovation and supports the dissemination of knowledge for public benefit. It recognizes that intellectual property created as a result of these activities is a significant and valuable asset which must be responsibly managed to support the mission of the University, acknowledge the rights of contributors, and optimizes benefits for our communities.</p> <p>This policy provides clear guidance on the University's position in relation to the ownership and management of intellectual property including its creation, use, sharing, protection and commercialization within the organization's risk management framework. It supports the National Principles of Intellectual Property Management for Publicly Funded Research identified by the Australian Research Council.</p> <p>The above is the IP Policy - this is the IP Procedure - http://www.newcastle.edu.au/policylibrary/000832.html</p> | | |

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|-------------------|--|-------------------------------------|-------|
| Dept Name | Division of Research | Co Area: Technology Transfer | # 954 |
| Title: | Survey of Venture Capitalists Uncovers Five Key Factors Associated with Successful Technology Transfer | | |
| Source: | University of Southern California | | |
| Addl Info: | http://stevens.usc.edu/read_article.php?news_id=424 | | |
| Abstract: | <p>The USC Stevens Institute for Innovation at the University of Southern California today released a white paper detailing the findings of a comprehensive national survey exploring the issues affecting university-venture capital (VC) relations in an effort to better understand -- and ultimately improve -- the spinout process for all of the stakeholders involved.</p> <p>The suggestions in the white paper titled, "Venture Capital -- University Interface: Best Practices to Make Maximum Impact," come from insights shared by venture capitalists and cover five key areas: understanding investor motivations, supporting entrepreneurs, streamlining bureaucracy, improving access and visibility, and fostering a culture of innovation on campus.</p> <p>"As hotbeds for technological innovation, university research labs create groundbreaking innovations that have been at the heart of many successful start-ups. Unfortunately, university technology transfer professionals and venture capitalists have often struggled with cultural disconnects, hampering efforts to make maximum impact for university research," said Krisztina "Z" Holly, USC Vice Provost for Innovation and Executive Director of the USC Stevens Institute for Innovation. "A key piece in developing a healthy technology ecosystem, in any area, is to improve the efficiency of converting university research into viable, growing startups. We hope that by empowering university tech transfer professionals with the key findings from our study, we will help build and strengthen our economy nationwide."</p> | | |

BEST PRACTICES - Sub/Co-Areas

Dept Name Division of Research **Co Area: Technology Transfer** # 990
Title: IP Handbook of Best Practices
Source: Rockefeller Foundation
Addl Info: <http://www.iphandbook.org/>
Abstract: Prepared by and for policy-makers, leaders of public and private sector research, tech transfer professionals, licensing executives, and scientists, this online resource offers up-to-date information and strategies for utilizing the power of both intellectual property and the public domain. Emphasis is placed on advancing innovation in health and agriculture, though many of the principles outlined here are broadly applicable across many fields.

Site guides available for policymakers, senior administrators, technology transfer managers, or research scientists.

Dept Name Financial Affairs **Co Area: University Wide** # 140
Title: Create a Policy and Procedure Manual
Source: Book by Steven M. Bragg
Addl Info: [Check local library for book](#)
Abstract: While the book relates this to the accounting department, ALL areas should have a policy and procedure manual.

An unorganized accounting department is inefficient, suffers from a high transaction error rate, and does not complete its work products on time. One of the very best ways to create a disciplined accounting group is to create and maintain a policies and procedures manual. This manual should list the main policies under which the accounting department operates. Though there are few excuses for not having such a manual, there are some pitfalls to consider when constructing it, as well as for maintaining and enforcing it. They are as follows:

- * Not enough detail.
- * Not reinforced
- * Not updated
- * Too many procedures

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When the accounting staff is widely scattered through many locations, it is difficult to make available to them a current version of the accounting policies. The solution is to post it on an internal website, which is easily updated and available to all.

BEST PRACTICES - Sub/Co-Areas

Dept Name Financial Affairs **Co Area:** University Wide # 205

Title: Virtual (Online) Meetings

Source: Penn State University

Addl Info: <http://qualityspotlight.psu.edu/virtualteam/index.html>

Abstract: The Commonwealth College is comprised of 12 geographically separated Penn State University campuses, with central administration offices at University Park. Career Services staff at each of these campuses were interested in meeting and exchanging information so they could leverage their shared knowledge and resources, rather than "recreating the wheel" at each campus. However, because of limited staff size and the cost and time involved in travel, they could not meet face to face frequently enough to develop this exchange.

Following a face-to-face organizational meeting, members of the Career Services staff from various campuses met virtually on a regular schedule using an online instant messaging system, as well as e-mail and telephones, to plan, share, and develop documents. As with a face-to-face team, they developed ground rules and addressed responsibilities and expectations. Through these meetings they have been able to develop a mission statement, and are developing an online Staff Development and Reference Resource, which they all can use to share information. They have saved significant travel time and costs. Additionally, they are now communicating more through the use of technology, have renewed energy, and are interested in finding additional ways to work more closely.

Dept Name Financial Affairs **Co Area:** University Wide # 208

Title: Efficiently Managing, Preserving and Accessing Important Documents University-Wide

Source: Penn State University

Addl Info: <http://qualityspotlight.psu.edu/imaging/index.html>

Abstract: As business expands and the number of transactions multiplies, the need for preserving and maintaining important records is challenged by the limited space available. Over time, the issue of space becomes more urgent, and as technology moves forward, there is greater urgency in increasing the accessibility of important documents. Finding cost-effective ways to manage important documents was the Imaging Team's primary goal, which they successfully met. The clear solution to the high-cost and inefficiencies associated with paper documents was to create a digital imaging system whereby units can cost-effectively preserve, access and share such documents with other units across the university, nationally and internationally, as needed.

Working with University Police, the Technical Imaging Team implemented a digital imaging system, scanning all criminal records and creating a web-based digital image searchable database. This new digital system of criminal records preservation and retrieval made it possible for University Police to instantly and securely search, retrieve and share important criminal records as needed via the web.

Additionally, other units benefiting from the Technical Imaging Team's digital approach include the Office of Development, the Office of Human Resources, the Alumni Relations Office, Undergraduate Admissions, the Office of Tele-Communications and many more. Currently, The Technical Imaging Team is working with the Office of Administrative Systems (OAS) to address the issues in their units.

BEST PRACTICES - Sub/Co-Areas

Dept Name Financial Affairs

Co Area: University Wide

209

Title: Penn State's Continuous Quality Improvement

Source: Penn State University

Addl Info: <http://www.psu.edu/president/pia/database/>

Abstract: Since 1991, Penn State's Continuous Quality Improvement efforts have yielded over 600 teams. In 1998, the then Center for Quality and Planning began development of a database to better track the efforts and results of the many teams. We are pleased to share some of the information from that database here.

The pages under this site contain information on the team's objective, membership, and any results of which the Office of Planning and Institutional Assessment is aware. We hope that this information will be a useful reference for individuals who are initiating or currently involved in a CQI initiative. We also hope that this information will provide an indication of the size, scope, and activity of the University's improvement efforts.

This is a searchable database and is listed as a resource.

BEST PRACTICES - Sub/Co-Areas

Dept Name Academic

Co Area: University Wide

405

Title: Campus Interview Visits: Best Practices Handbook for Academic Recruitments

Source: University of California Santa Cruz

Addl Info: http://www2.ucsc.edu/ahr/academic_recruitment_resources/original_docs_and_pdfs/Best%20Practices%20for%20UC%20Santa%20Cruz

Abstract: A primary goal of all employment interviews is to find out if the candidate is the right person for the position. However, a commonly overlooked aspect of these visits is that "the candidates are interviewing you at the same time you are interviewing them." Therefore, it is important to make the interview experience as positive as possible. In a competitive recruitment environment, it is important to consider all aspects of the candidates visit: the accommodations; transportation; free time to see the campus and community; a well-scheduled interview day; well-attended seminar; pleasant meals; activities for their spouse/partner and/or children if they accompany the candidate; and an opportunity for them to get questions answered about our research and teaching programs and relocating to the area.

Introduction

General Organizational Tools

Visiting Candidate Checklist

- * Search Committee Chair Communication

Planning the Interview Visit

- * Reimbursement of Candidate Expenses

- * The letter or email to the candidate

- * Transportation

- * Hotel

- * Restaurants

- * Activities for spouses & partners

- * Childcare resources

On-campus Interview Day

- * Schedule

- * Communication with the candidate

- * Sample schedules

- * Seminars

- * Recommended activities

Post-interview Follow-up

Additional Resources

(Similar policy can be developed university-wide.)

BEST PRACTICES - Sub/Co-Areas

Dept Name Human Resources **Co Area: University Wide** # 871
Title: Best Practices in Maintaining Personnel Files
Source: University of California Riverside
Addl Info: http://accounting.ucr.edu/docs/payroll/personnel_file.pdf
Abstract: PowerPoint presentation covering Content, Periodic Reviews, Content Organization, and Access & Release of Records.

Dept Name Human Resources **Co Area: University Wide** # 875
Title: Strategy Manager: Enhancing the Implementation of Strategic Planning by Effectively Organizing and Managing Strategic Initiatives
Source: Florida State University
Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>
Abstract: Anecdotal data suggest that Strategic Plans often become “coffee table books” or “dust collectors” on the shelf. The literature on strategic planning in higher education cites two consistent gaps identified with this phenomenon. One is managing implementation and follow-through; the other is establishing a clear line of sight so that frontline staff can connect their job with the strategic plan. The Florida State University Office of Human Resources has developed and implemented an online tool called “Strategy Manager” to address the identified gaps stated above and to successfully align our HR strategic assessment, planning, and budgeting with the FSU Division of Finance and Administration’s goals.

After the initial framework was complete, Strategy Manager was piloted by all units in HR. The response from directors, managers, and staff was positive, specifically with its simplicity to the user and the ability to see expectations, results and alignment of all strategic activity within the department.

The next step will be to fully integrate Strategy Manager into a departmental budget request template that will give decision makers informed connections between the budget requests and F&A’s strategic goals, thus more informed resource allocation decisions.

BEST PRACTICES - Sub/Co-Areas

Dept Name Police **Co Area:** University Wide # 915

Title: Campus Violence Prevention and Response: Best Practices for Massachusetts Higher Education

Source: Massachusetts Department of Higher Education

Addl Info: <http://www.mass.edu/library/Reports/CampusViolencePreventionAndResponse.pdf>

Abstract: Pervasive media images of mass shootings at Virginia Tech and Northern Illinois University have raised the specter of serious violence on college campuses. But by any measure, the risk of serious violence on campus is remarkably low, particularly in its most extreme form. Although the chances of serious violence may be remote, the potential consequences can be devastating and long-lasting. Colleges must respond proactively to the risk, as parents rightly expect a special level of care for their sons and daughters while they are away at school. Thus, it is prudent and imperative that colleges take reasonable steps to ensure the safety of students as well as faculty and other employees.

While shootings may be the most visible form of campus violence, they are clearly not the most commonplace. Security practices must also focus on other, more prevalent, forms of violence such as sexual and physical assault. Current best practices, taken in combination with research, demonstrate the essential role of collaboration among all service providers in the prevention of violent incidents on college campuses.

This report has four major sections. First, we define the nature and scope of campus violence both nationally and in Massachusetts. Next, we review previous reports of study groups and task forces and discuss established best practices for enhancing campus safety and violence prevention. Third, we examine the current state of security and violence prevention at institutions of higher education throughout Massachusetts based upon a survey conducted of public colleges and universities. Finally, by comparing these results with established best practices, we advance 27 recommendations for how Massachusetts schools can best improve their security and violence prevention efforts.

BEST PRACTICES - Sub/Co-Areas

Dept Name Physical Plant - Utilities

Co Area: University Wide

918

Title: Best Practices Review: Reducing Energy Costs in Local Government

Source: State of Minnesota - Office of the State Auditor

Addl Info: http://www.auditor.state.mn.us/reports/gid/2008/bestpractices/bestpractices_08_report.pdf

Abstract: In 2004, the Minnesota State Legislature gave the Office of the State Auditor the responsibility of conducting best practices reviews that “examine the procedures and practices used to deliver local government services, determine the methods of local government service delivery, identify variations in cost and effectiveness, and identify practices to save money or provide more effective service delivery.” The best practices reviews are to include recommendations to “improve the cost-effectiveness of services.”

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Passive Solar Energy Systems

Active Solar Energy Systems

Wind Energy Systems

Displacement Ventilation Systems

Leadership in Energy and Environmental Design (LEED)

Energy Performance Contracts

Resources for Local Governments

Appendices

Appendix 1: Best Practices in Reducing Energy Costs Survey.

Appendix 2: City of Minnetonka Energy Audit

BEST PRACTICES - Sub/Co-Areas

Dept Name Student Affairs **Co Area: University Wide** # 965

Title: Student Situation Resolution Team

Source: Florida State University

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Today colleges and universities are faced with compelling safety concerns – each year there are increasing numbers of suicide attempts, violent assaults, and drug and alcohol related events on our campuses. An additional challenge is the separation between various functions and areas of the university, e.g. student services vs. faculty and staff services vs. different organizational units. History shows that a distressed student is likely to have troubling encounters with several different offices and program areas. Without a strong communication structure, these events may remain isolated, the student may not receive the help he or she needs, and some more severe event may follow. The Student Situation Resolution Team was developed to coordinate proactive communication and problem-solving efforts in cases where distressed and distressing students are coming to the attention of various University resources. The goal in most cases is ensuring that students' concerns are addressed in a fair and objective manner through an appropriate University process, then helping to bring clear and complete closure to the situation as soon as it is appropriate. Thus, the group serves as a consultant to the Provost, vice presidents, academic deans, and other University officials who make final decisions related to students, and a safety net to facilitate early problem intervention.

The core group has representatives from: Dean of Students, Dean of the Faculties, FSU Police Department, the University Counseling Center, Undergraduate Studies, Graduate Studies, Housing, International Student Center, General Counsel, and the Employee Assistance Program.

Dept Name Human Resources **Co Area: University Wide** # 1020

Title: Best Practices for Campus Morale

Source: University of California Riverside

Addl Info: http://www.morale.ucr.edu/pdf/best_practices.pdf

Abstract: Best Practices is a dynamic process through which the University ensures that a commitment to excellence, as identified through its mission statement and established goals, is enhanced by all facets of University operations. This process is best achieved within a culture of collaboration and knowledge sharing. Best Practices draws on the talents and knowledge of all personnel to identify current successful practices, evaluate their effectiveness and explore options for improvement, which are then documented, shared and adapted for use by others.