DIVISION OF ADMINISTRATION & FINANCE

ANNUAL REPORT

2005 -2006

Richard Hale, Vice President for Administration & Finance
Joseph Scully, Associate Vice President for Fiscal Affairs
Joseph Orlins, Acting Assistant Vice President for Facilities Planning, Construction, & Operations
Marie Tiemann, Executive Director for Human Resources

-----------------------

Mary Acciani, Director of Facilities Planning & Construction
John Aderinto, Assistant Director of University Bookstore
Glenn Brewer, Director of Facilities Operations and Maintenance
Robert D’Augustine, Director of Contract Administration & Risk Management
Keith Duke, Director of Purchasing
Kathy Holloway, Office of Human Resources – Administrative Services
John Imperatore, Director of Facilities Resource Management
Kenneth Kuerzi, Director of Employee and Labor Relations
John Kuhlen, Director of Facilities Business Services
James Lovegrove, Director of Accounts Payable
Sally McCall, Director of Budget
Carolyn Milligan, Director of Payroll
Eileen Morrow, Director of the University Bookstore
Richard Pustizzi, Supervisor of the Mail Room
Eileen Scott, Office of Human Resources – Compensation & Classification
Richard Snyder, Associate Director of Accounting Services
Philip Tartaglione, Bursar
Edward Thompson, Director of Facilities Landscape Management
Vanette Turner, Associate Director of Human Resources
Catherine Wilbur, Associate Director of Human Resources
Richard Williams, Affirmative Action Officer

September 1, 2006
# INDEX

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Mission of the Division of Administration &amp; Finance</td>
<td>4</td>
</tr>
<tr>
<td>II. Report of the Office of the Vice President</td>
<td>4</td>
</tr>
<tr>
<td>Position Description of Vice President</td>
<td>4</td>
</tr>
<tr>
<td>Vice President as a member of President’s Cabinet</td>
<td>4-5</td>
</tr>
<tr>
<td>Vice President as Staff to Trustee Committees</td>
<td>5</td>
</tr>
<tr>
<td>Vice President as Chief Financial Office of the University</td>
<td>5</td>
</tr>
<tr>
<td>Vice President as University Contracting Officer</td>
<td>5</td>
</tr>
<tr>
<td>Vice President as Custodian of Public Records</td>
<td>5</td>
</tr>
<tr>
<td>Vice President as Coordinator of Legal matters</td>
<td>6</td>
</tr>
<tr>
<td>Vice President as Receiver of Internal Complaints</td>
<td>6</td>
</tr>
<tr>
<td>Vice President as Principal Liaison To Non-AFT Unions</td>
<td>6</td>
</tr>
<tr>
<td>Structural/Administrative Changes Within Division in FY06</td>
<td>6-10</td>
</tr>
<tr>
<td>Major Division-wide Initiatives for FY07</td>
<td>10</td>
</tr>
<tr>
<td>III. Report of the Office of Fiscal Affairs</td>
<td>10</td>
</tr>
<tr>
<td>IV. General Description of the Functions of the Office</td>
<td>10-12</td>
</tr>
<tr>
<td>V. Major Accomplishments of the Office During FY06</td>
<td>12-13</td>
</tr>
<tr>
<td>Fiscal Affairs Statistical Highlights for FY06</td>
<td>13-14</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>14</td>
</tr>
<tr>
<td>General Description of the Functions of the Office</td>
<td>15-17</td>
</tr>
<tr>
<td>Major Accomplishments of the Office During FY06</td>
<td>17-19</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>20-21</td>
</tr>
<tr>
<td>VII. Report of the Office of Human Resources</td>
<td>22</td>
</tr>
<tr>
<td>General Description of the Functions of the Office</td>
<td>22</td>
</tr>
<tr>
<td>Major Accomplishments of the Office During FY06</td>
<td>23-25</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>25-26</td>
</tr>
<tr>
<td>VIII. Report of the Office of Employee &amp; Labor Relations</td>
<td>27</td>
</tr>
<tr>
<td>General Description of the Functions of the Office</td>
<td>27</td>
</tr>
<tr>
<td>Major Accomplishments of the Office in FY06</td>
<td>27-28</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>28</td>
</tr>
<tr>
<td>General Description of the Functions of the Office</td>
<td>29</td>
</tr>
<tr>
<td>Major Accomplishments of the Office in FY06</td>
<td>29-30</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>30</td>
</tr>
<tr>
<td>General Description of the Functions of the Office</td>
<td>31</td>
</tr>
<tr>
<td>Major Accomplishments of the Office in FY06</td>
<td>31-32</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>32</td>
</tr>
<tr>
<td>XI. Report of the Rowan University Bookstore</td>
<td>33</td>
</tr>
<tr>
<td>General Description of the Functions of the Bookstore</td>
<td>33</td>
</tr>
<tr>
<td>Major Accomplishments of the Bookstore in FY06</td>
<td>33-34</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>34-35</td>
</tr>
<tr>
<td>XII. Report of the University Mailroom</td>
<td>36</td>
</tr>
<tr>
<td>General Description of the Functions of the Mailroom</td>
<td>36</td>
</tr>
<tr>
<td>Major Accomplishments of the Mailroom in FY06</td>
<td>36</td>
</tr>
<tr>
<td>Specific Goals for FY07</td>
<td>36</td>
</tr>
</tbody>
</table>
## APPENDIX

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>Position Descriptions of Each Managerial Employee Within the Division of Administration &amp; Finance</td>
</tr>
<tr>
<td>Appendix B</td>
<td>Listing of (State Title) Full-time Personnel within the Division</td>
</tr>
<tr>
<td>Appendix C</td>
<td>Divisional Organizational Chart</td>
</tr>
</tbody>
</table>
I. MISSION OF THE DIVISION OF ADMINISTRATION & FINANCE

The Division of Administration & Finance of Rowan University provides effective administration and financial services for efficient University operations and provides support services for the proper utilization and protection of human, physical and financial resources to ensure the campus environment is one that is conducive to teaching, learning and research. The Division plays a significant role in the establishment of the University budget, and implements and controls the fiscal operations and contractual relationships of the University. The Division also manages the planning, programming, design and implementation of new construction and renovation projects in support of the campus master plan; administers proper operational services for the well-maintained physical plant and provides for an attractive, safe and environmentally sensitive campus for the entire University community. It also manages the human resources operation, including proper classification, training and benefits advisement to employees; administers the payroll and handles employee relations matters for classified employees; provides for contract administration and risk management and is the principal liaison with legal representatives.

II. REPORT OF THE OFFICE OF THE VICE PRESIDENT

VICE PRESIDENT FOR ADMINISTRATION & FINANCE
(Richard Hale, J.D.)

Position Description of the Vice President

The Vice President for Administration & Finance reports directly to the President of Rowan University, and has supervisory responsibility for many of the service areas of the University including: budget and financing; fiscal control, purchasing, human resources, payroll, employee and labor relations, facilities planning and construction; physical plant operations, contract administration and risk management, University bookstore and mailroom. In addition, the position is responsible for coordinating the University’s legal relationships, public records and complaint resolution. The Vice President is a member of the President’s Cabinet and works closely with the Provost and the other Vice Presidents on matters of mutual concern. Also, meets regularly with the Vice Presidents of the sister institutions in New Jersey and serves as a member of the State-wide negotiations team for the AFT Agreement.

Vice President as a Member of the President’s Cabinet

The President of the University has established a President’s Cabinet that meets regularly each week to discuss and advise the President on matters of University-wide importance. The Vice President for Administration & Finance is a member of the Cabinet, which includes the Provost, Vice President for Student Affairs, Vice President for University Relations & President’s Chief of Staff, and Special Assistant to the President for University Advancement and Director of University Relations. The Vice President also meets every other week individually with the Provost and Vice President for Student Affairs on matters of mutual concern.
**Vice President as Staff to Board of Trustees Committees**

The Rowan University Board of Trustees conducts much of its business through standing committees of the Board. The Provost and vice presidents serve as staff to the committees that operate within their areas of responsibility. The Vice President for Administration & Finance supports the following committees of the Board: Finance & Planning, Audit, Facilities and Legal. The Office of the Vice President, working with the President and the chairs of the committees, prepares the agenda for committee deliberations and action as well as the Resolutions that will be presented to the committees for recommendation to the full Board.

**Vice President as Chief Financial Officer of the University**

The Vice President for Administration & Finance, with the strong and active support of the Associate Vice President for Fiscal Affairs, serves as the Chief Financial Officer of the University. As such, the Vice President is responsible to ensure that policies and procedures are established and administered to protect and enhance the fiscal integrity of the institution and to determine that appropriate laws, rules and regulations (including but not limited to Board policies), are carried into effect to the benefit of the University and its constituent entities. The Vice President, through the Office of Fiscal Affairs, renders all required financial reports, and provides information as required by outside and/or internal auditors.

**Vice President as University Contracting Officer**

Consistent with authority granted by resolution of the University Board of Trustees, the Vice President for Administration & Finance has the responsibility to execute most contracts on behalf of the University. Under current procedure, proposed contracts are delivered to the Office of the Vice President after which the proposed contracts are reviewed by the Director of Contract Administration & Risk Management for appropriateness (including legal and fiscal liability issues) and a determination is made whether the Vice President has unilateral authority to sign the contract without additional approval or whether Presidential and/or Board action is required. Unilateral authority exists if the contract amount is below a dollar value as set forth by the Board; otherwise Presidential authority and/or Board approval is required. All contractual arrangements with a dollar value are reported to the Board of Trustees even if Board action is not required. During FY 2006 approximately 750 contracts were reviewed, approved and executed by the Interim Vice President.

**Vice President as Custodian of Public Records**

By recent Board of Trustees action, the Vice President for Administration & Finance has been designated as the custodian of public records. Accordingly, any requests for documents or copies of documents that are legally available to the public shall be submitted to the Office of the Vice President for processing. Most documents that are requested are requested through the New Jersey Open Public Records Act (OPRA), but many are demanded by subpoena or other legal compulsion. Records are kept of all requests and responses made. During FY 2006, 75 OPRA requests were processed.
**Vice President as Coordinator of Legal Matters**

From time-to-time the University becomes involved in legal matters, including but not limited to litigation or potential litigation. The Vice President for Administration & Finance coordinates all such activities, and engages the services of counsel, as needed. The University utilizes the services of the New Jersey Office of the Attorney General on most matters, but from time-to-time on certain matters outside counsel will be retained. The Vice President works with counsel during all phases of litigation – from pre-filing negotiations to discovery to settlement discussions to ultimate dispute resolution. During FY 2006, the Interim Vice President served as liaison on approximately 25 legal cases.

**Vice President as Receiver of Internal & External Complaints**

The Office of the Vice President for Administration & Finance is one of the offices to which complaints of employees or other members of the University and external communities are filed. Among the types of complaints that are delivered to the Vice President include harassment, discrimination and “whistleblower” matters. At such time as a complaint is delivered to the Office of the Vice President, a file is opened and an investigation is initiated. The investigation will be conducted by an internal manager, except in situations in which an external investigator would be more appropriate, such as the administrative level of the person against whom the complaint has been filed. A report of the investigation and any recommended action will be provided to the President of the University through the Vice President. During FY2006, 2 investigations were conducted by outside investigators, and 9 investigations were conducted by University managers. Grievances filed under one of the union contracts are not administered by the Vice President, but are processed either by the Director of Employee & Labor Relations (for non-AFT grievances) or the Associate Vice President for Academic Affairs (for AFT grievances).

**Vice President as Principal Liaison with Non-AFT Unions**

Full-time employees at the University, with the exception of persons designated as managers, are represented by public employee unions with respect to matters concerning terms and conditions of employment. Day-to-day liaison with the non-AFT unions (CWA, IFPTE and PBA) is with the Director of Employee & Labor Relations, who reports to the Vice President for Administration & Finance. However, at the direction of the President of the University, the Vice President for Administration & Finance meets with the local presidents of CWA and IFPTE on a regular basis to discuss matters of mutual concern.

**Structural/Administrative Changes within the Division in FY06**

The incumbent Interim Vice President for Administration & Finance, Richard Hale, was appointed to the position, effective July 1, 2005, for a two-year term. Previously Mr. Hale served as Vice President for Administration, Finance & Institutional Advancement at The Richard Stockton College of New Jersey; and before that he was a practicing attorney in Princeton, New Jersey; and before that Assistant Chancellor of Higher Education.

On July 1, 2005, in an administrative structure inherited from the previous Vice President for Administration & Finance (John Finan), there were eleven direct reports to the Vice President:
Since July 2005 several changes to the administrative structure were made within the Division of Administration & Finance, and some additional responsibilities were added. The changes were designed to streamline the operation and to reduce the number of direct reports to the Interim Vice President.

The first change took place during the summer of 2005 when the University’s Office of Budget & Planning (Robert D’Augustine, Executive Director) was abolished, and its functions divided between the Divisions of Academic Affairs and of Administration & Finance. The portion of the duties that were assigned to Administration & Finance included Budget Preparation and Management. These functions were placed within the Office of Fiscal Affairs, and remain there to date.

A new responsibility within the Division of Administration & Finance resulted in the creation of the Office of Contract Administration & Risk Management. Robert D’Augustine, formerly Executive Director of Budget & Fiscal Planning, was appointed Director of Contract Administration & Risk Management, reporting directly to the Vice President, thus creating twelve direct reports. Juanita Steele, Managing Administrative Assistant, was assigned to the Division, adding yet another direct report. The Managing Administrative Assistant works not only with the Vice President on special projects, but also with the Director of Contract Administration & Risk Management.

In August 2005, The Director of the Office of Human Resources (Kathryn Gover) accepted another position within the University, and The Executive Assistant to the Vice President (Kathy Holloway) was placed in the position of Interim Director of Human Resources, pending a full search for a permanent Director. During the spring semester, a search was undertaken for the position, and Dr. Marie Tiemann was appointed Executive Director of the Office of Human Resources, effective July 1, 2006. As a part of the reorganization, Kathy Holloway, who served ably as Interim Director of Human Resources, remained in the Office to direct the administrative services area of the Office.

For the time being, The Affirmative Action Officer, Richard Williams, continues to report to the Interim Vice President, except on matters upon which University policy requires a reporting to the President of the University. Notwithstanding the reporting relationships set forth above, a much stronger relationship between the Affirmative Action Officer and the Office of Human Resources has been developed. The Affirmative Action Officer now has day-to-day contact with the Executive
Director of Human Resources on many personnel matters. It is contemplated that in the future, day-to-day reporting of the Affirmative Action Officer will be to the Executive Director of Human Resources.

The Director of Employee & Labor Relations (Kenneth Kuerzi) continues to report to the Interim Vice President, but a tighter relationship between the Office of Human Resources and the Office of Employee & Labor Relations has been created, such that disciplinary matters will involve both offices.

Another important modification to the structure of the Division was the combining of the Offices of Facilities Planning & Construction with the Office of Facilities Operations. The combined functions resulted in the creation of a new Office of Facilities Planning, Construction & Operations headed by Acting Assistant Vice President for Facilities, Dr. Joseph Orlins. Dr. Orlins, who is a civil engineer and a tenured member of the Rowan Engineering faculty, has brought stability to the office in his short time in the position. Mary Acciani has been promoted to the position of Director of Facilities Planning & Construction, replacing Russell Seagren, who has left the institution.

The function of fiscal operations within the area of Facilities Planning, Construction & Operations has been consolidated under the newly created position of Director of Facilities Business Services (John Kuhlen). Mr. Kuhlen, reporting to the Acting Assistant Vice President, is responsible for overseeing all aspects of fiscal operations within the Facilities area, including both operations and capital budgets, but the control function has been moved to the Office of Fiscal Affairs. Thus, operational control of budget matters will rest with the Facilities Office, subject to oversight by the Office of Fiscal Affairs.

There are two other areas within The Office of Facilities Planning, Construction & Operations that have been elevated in importance. The first is the area of Environment & Energy Savings, headed by a Director of Facilities Resource Management, John Imperatore. The second is the area of Landscaping & Grounds, which was removed from the administrative control of Plant Operations, and established as a separate division within the Office of Facilities Planning, Construction & Operations. Edward Thompson was promoted to the position of Director of Facilities of Landscape Management.

Joseph Scully, Associate Vice President, has assumed a much larger role within The Office of Fiscal Affairs of Rowan University during the past year. As is shown above, the area of budget preparation and operation has been brought into the area with Sally McCall assuming the role as chief budget officer with the title Director of Budget & Planning. In addition, the Office has assumed the role as controller of the capital budget, which budget is being administered on a day-to-day basis by the Office of Facilities Planning, Construction & Operations.

Functionally, the Purchasing Office (Keith Duke, Director) now works directly with the Office of Facilities Planning & Construction (Mary Acciani) to develop more cost-effective Requests for Proposals.

Finally, the office of Internal Auditor has been eliminated, with the Internal Auditor, Frank Amoresano, being reassigned to develop and administer a University-wide records retention program, consistent with State regulations. The Internal Audit function is now performed by an outsourced entity known as Accume. Accume has undertaken a risk assessment analysis, and now is implementing the recommendations set forth in the risk assessment report. Accume’s representatives report on a day-to-day basis to the Vice President for Administration & Finance, but have a direct reporting relationship to the President and the Audit Committee of the Board of Trustees on most
matters. All of this is intended to bring the internal audit function to a level that is consistent with the applicable principles of Sarbanes/Oxley.

With the above modifications in the structure of the Division, there now are eight direct reports to the Vice President: Fiscal Affairs (Scully); Facilities Planning, Construction & Operations (Orlins); Human Resources (Tiemann); Contract Administration & Risk Management (D’Augustine); Employee and Labor Relations (Kuerzi); Bookstore (Morrow); Mailroom (Pustizzi) and Managing Administrative Assistant (Carbonaro-Davey and Steele). This is a more functional reporting relationship in the opinion of the Vice President.

Two groups of managers have been established to provide advice and counsel to the Interim Vice President on a regular and continuing basis. The first group (affectionately known as the “Bucket Brigade”) consists of the managers of the three major offices within the Division, as follows:

- Associate Vice President for Fiscal Affairs (Scully)
- Acting Assistant Vice President for Facilities Planning, Construction & Operations (Orlins)
- Executive Director of Human Resources (Tiemann)
- Managing Administrative Assistant - Staff to the Bucket Brigade (Carbonaro-Davey)

The Bucket Brigade meets once per week on a regular basis and shares information and discusses and resolves issues that are Division-wide. From time-to-time, others will be invited to participate in the meetings of the group.

The second group (known as the “Administrative Council”) will meet on a regular basis once a month to discuss operational concerns and suggest solutions of issues that impact the Division. The members of the Administrative Council will include the following managers:

- Associate Vice President for Fiscal Affairs (Scully)
- Acting Assistant Vice President for Facilities Planning, Construction & Operations (Orlins)
- Executive Director of Human Resources (Tiemann)
- Director of Contract Administration & Risk Management (D’Augustine)
- Bursar (Tartaglione)
- Director of Budget (McCall)
- Director of Purchasing (Duke)
- Director of Accounts Payable (Lovegrove)
- Director of Payroll (Milligan)
- Affirmative Action Officer (Williams)
- Director of the University Bookstore (Morrow)
- Supervisor of the Mail Room (Pustizzi)
- Director of Facilities Operations & Maintenance (Brewer)
- Director of Employee and Labor Relations (Kuerzi)
- Office of Human Resources – Administrative Services (Holloway)
- Office of Human Resources - Compensation & Classification (Scott)
- Director of Facilities Planning & Construction (Acciani)
- Director of Facilities Landscape Management (Thompson)
- Director of Facilities Business Services (Kuhlen)
- Director of Facilities Resource Management (Imperatore)
- Managing Administrative Assistant – Staff to Administrative Council (Steele)
From time-to-time guests will be invited to the meetings to address important topics of interest to the group.

Major Division-Wide Initiatives for FY07

- Support the University’s Initiatives as set forth by the President and Board of Trustees
- Continue Effort to Make Division as “Service” to the Entire University Community
- Implement New Internal Audit Function
- Develop and Implement Records Retention Policy & Procedure
- Implement University’s Budget Reduction Program
- Examine, Develop and Implement Efficient Methods for Delivery of Services
- Improve Administration & Finance Web-pages for Better Interactive Use
- Improve University’s Affirmative Action Program
- Develop Appropriate Charge-Backs for Revenue Generating Programs
- Review and Improve Current Use of Employee Overtime Utilization
- Review and Improve Current Use of Time & Materials Contracts
- Review for Appropriateness Current Positions and Ranges or Bands
- Implement Self-Serve Interactive Personnel Information System
- Develop and Implement Paperless Approval Processes

III.

REPORT OF THE OFFICE OF FISCAL AFFAIRS

ASSOCIATE VICE PRESIDENT FOR FISCAL AFFAIRS

(Joseph Scully, C.P.A., M.B.A.)

General Description of Functions of Office of Fiscal Affairs

The Office of Fiscal Affairs, which also includes the Controller function, is responsible for the overall management of the financial affairs of the University. Reporting to the Vice President for Administration and Finance, the Associate Vice President for Fiscal Affairs & Controller is responsible for financial management, accounting, bursar, payroll, budgeting and planning, accounts payable, purchasing, and treasury services operations for the University. This includes managing internal controls to mitigate risk; ensuring that the accounting records are accurate; safeguarding the financial assets of the University; and maintaining the accounting system and reporting tools to provide high-quality financial information that supports the University’s strategic management initiatives.

The primary mission of the Controller’s Office and the departments therein is to serve and support the academic, research, and other support functions of the University and to ensure the integrity of the University’s financial reporting, the validity and appropriateness of financial transactions, compliance with laws, regulations, policies and contract requirements in an environment that fosters teamwork and responsibility.
The following six areas fall under the responsibility of the Associate Vice President for Finance and Controller:

- Bursar
- Accounting Services
- Budget/Grant Accounting
- Accounts Payable
- Purchasing
- Payroll

Each of these functional areas now will be described in somewhat greater detail.

**Bursar’s Office**

The Bursar’s Office serves as the central billing and collection point for tuition, fees and administration of the Rowan Debit Card. The Bursar’s Office manages the cashiering, billing and collection, loan debt management, student aid disbursement, dining and debit card, financial reporting and tax compliance activities. It also provides customer service to students, parents, faculty, staff, campus departments and external organizations while maintaining an environment that values people and fosters respect.

**Accounting Services**

Committed to providing the most accurate and timely financial/statistical data possible, the accounting office is responsible for recording, analyzing and reporting information for Rowan University, Rowan University Foundation, South Jersey Tech Park and Friends of Hollybush. This office accounts for all capital asset activity, bond issues, long-term debt, endowment funds, tax filings and bank account reconciliations. The accounting office serves as the liaison with the University’s external auditors and the State.

**Budget/Grant Accounting**

The Budget Office is responsible for the coordination of the University’s operating and capital budget development process, monitors performance and spending activities and provides financial updates to the Finance Committee of the Board of Trustees. This office is also responsible for maintaining the position control for the entire University. In addition, the office is responsible for the accounting administration of all federal and non-federal research, training, and service grants, sub-grants and contracts. Ongoing responsibilities include the completion of accounting reports for sponsored activities to various agencies.

**Accounts Payable**

Accounts Payable has responsibility for the review and disbursement of University funds in accordance with established policies and procedures. The Accounts Payable staff processes invoices from external vendors as well as all reimbursements to faculty, staff and students. Records of payment, open invoices, travel vouchers, and expenses incurred by various departments are maintained for use by other accounting areas, auditors and University departments. In addition, Accounts Payable is responsible for issuing all applicable tax filings (1099’s). The Director of this office is also
responsible for maintaining operating bank relationships and is the one responsible for monitoring the daily cash position.

**Purchasing**

This Department is responsible for assisting the University community in procuring the highest quality products and services at the most competitive prices. The University Purchasing Department ensures that all policies and procedures are properly administered with the highest ethical standards while complying with all statutory requirements of the New Jersey Contract Law. It encourages fair and open competition among the suppliers through competitive bidding, and ensures that purchase orders and contracts contain necessary terms and conditions to insulate the University against legal liability. Purchasing is also responsible for implementing and monitoring the University Purchase Card Program.

**Payroll**

The Payroll Department is responsible for the preparation, processing, and distribution of all University payrolls and for University compliance with all rules and regulations pertaining to and/or resulting from payroll operations. The department is responsible for the receipt of all tax withholding forms and for ensuring that all applicable taxes are withheld and disbursed to the appropriate agency. Payroll also reconciles quarterly and annual tax and pension reports as well as the compilation and distribution of W-2s.

**Major Accomplishments for Office of Fiscal Affairs During FY 2006**

**Systems Initiatives:**

- Participated in implementation of following Banner modules:
  - Human Resources/Payroll
  - Finance
  - Registrar and Financial Aid
  - Student A/R

- Banner-related accomplishments since implementation:
  - Clean, unqualified audit opinion with no management letter comments in first fiscal year-end following new accounting system
  - Implemented feed of accounting transactions from SIS Student A/R to Banner Finance
  - Implemented feed of student and parent loan refunds from SIS Student A/R to Banner A/P
  - Implemented monthly reconciliation process between SIS Student A/R and Banner Finance
  - Implemented the ACH feature in Banner Finance for non-payroll related transmissions to reduce the amount of checks issued
  - Implemented feed of Labor Distribution to Banner Finance

**Recording and Reporting Initiatives:**

- Began writing programs in Discoverer and Webfocus, Banner reporting tools, to improve financial reporting and monitoring
- Implemented new “comp time” tracking system in coordination with Human Resources
• Implemented new procedures to calculate fringe benefit costs and record in G/L
• Successfully generated and submitted the quarterly pension reports using Banner
• Improved procedures to distribute central charges and interdepartmental charges which led to more timely and accurate posting
• Made pay stubs available over the internet for employee viewing
• Implemented limited online review of purchasing card transactions with Commerce Bank

Regulatory/Compliance Initiatives:
• Implemented system to ensure compliance with new State laws regarding “Pay to Play” and business registration
• Developed independent contractor policy

Cost Savings/Revenue Enhancement Initiatives:
• Assisted in investment of excess operating cash to increase investment income by over $800,000
• Awarded new distributed copier contract with annual savings over $50,000
• Awarded new office supply contract providing savings in the form of reduced pricing and volume discounts
• Implemented Banner ACH for non-payroll related transmissions to reduce the number of Accounts Payable checks issued
• Led in developing a buying group of 5 State Colleges and 10 County Colleges whose purpose is to develop joint purchasing agreements and share best practices
• Expanded the scope of the Rowan Card Office to include 8 new off campus vendors and established card readers on 16 vending machines, 74 laundry machines and 55 copier machines.

Staffing/Training Initiatives:
• Transitioned Budget/Grant Accounting to Finance Division from the Executive Director Budget and Planning, due to staff reorganization
• Reorganized workload assignments, trained new staff and retrained existing staff primarily due to three retirements in Payroll and Accounting Services. Put emphasis on the cross-training of staff.
• Developed and implemented training seminars for customers:
  o “On the Road” Went out to various departments to train them in Accounts Payable and Purchasing issues
  o New online ordering system for office supplies
  o Banner- “How to Use” training

Fiscal Affairs Statistical Highlights for Fiscal Year 2006

• Generated over 16,000 student bills
• Collected over $72 million in tuition and fees
• Processed loans totaling over $60 million
• Issued 11,750 1098-Ts
• Added 55 copiers on the Rowan Card System
• Added 74 laundry machines on the Rowan Card System
• Added 8 new off campus vendors on the Rowan Card System
• Added 16 vending machines on the Rowan Card System
• Processed over $17 million in Student refunds for 13,748 students
• Issued over 9,300 purchase orders
• Held 67 advertised bids
• Issued over 4,200 W-2s
• Processed 57,296 invoices
• Printed 38,991 Accounts Payable checks
• Printed over 26,000 Payroll checks
• Processed 3,468 travel payment vouchers
• Issued 446 1099 forms

Office of Fiscal Affairs Specific Goals for FY07

• Complete installation of the Banner Student A/R module, ensuring that the receivables are in balance, new bills are successfully issued, and reconciliation process are in place.
• Link both the new Housing and Parking systems into Banner Student A/R
• Establish the new convenience fee for credit card payments via Touchnet. This is anticipated to realize annualized savings of over $250,000.
• Establish new controls and reconciliation processes for the new State student loan program.
• Update existing vendor file to ensure that all vendors have a tax identification number to comply with Federal regulations surrounding 1099s.
• Successfully issue new money Bonds comprising both fixed and variable rate debt.
• Work closely with Capital Planning and Construction to realize savings by reducing T&M contracts, as well as having the Purchasing Office involved in capital project planning.
• Review existing policies for consistency and compliance with new State regulations.
• Participate in functional planning, testing and implementation activities involved with the Banner major upgrade.
• Continue to enhance financial reporting environment by creating new reports for account analysis and reconciliation.
• Work with Facilities Operation to initiate a contract to standardize lighting fixtures and bulbs used throughout the University. This initiative is expected to yield a savings of approximately $75,000 annually.
• Update web-site by providing more information on policies, procedures, forms, FAQs and links to other appropriate web-sites.
• Work with campus community and Human Resources to facilitate, standardize and make more efficient the process of hiring and paying students.
• Work with Capital Planning and Construction to improve on capital project budgeting and management.
• Explore the use of Web Time-Entry, at least on a small scale usage.
• Implement “Rapid Deposit” for on-site check acceptance. This process will convert checks to an ACH transfer and post the cash to the University’s bank account in a timelier manner.
• Upgrade the on-line Purchase Card review program to be web-based.
• Explore the use of positive pay opportunities in Accounts Payable
• Re-Organize the Bursar’s Office

IV.

REPORT OF THE OFFICE OF FACILITIES PLANNING.
CONSTRUCTION & OPERATIONS

ACTING ASSISTANT VICE PRESIDENT FOR FACILITIES PLANNING, CONSTRUCTION & OPERATIONS
(Joseph Orlins, Ph.D.)

General Description of Functions of Office of Facilities Planning, Construction, and Operations

The Office of Facilities Planning, Construction, and Operations (collectively called “Facilities Management”) at Rowan University has developed over the years into an organization that addresses all aspects of the built environment. Reporting to the Vice President for Administration and Finance and under the leadership of the Acting Assistant Vice President for Facilities, the office is responsible for planning and construction of new facilities, operations and maintenance of existing facilities and grounds, and management of the University’s physical and energy resources.

The mission of Facilities Management at Rowan University is to create and sustain the physical environment where the University’s mission can be fulfilled.

The Office of Facilities Management seeks to:

a. Enhance the learning experience in all areas (i.e. beyond the classroom)
b. Provide an appealing environment that enhances recruitment and retention (i.e. supports marketing the institution)
c. Provide a high level of customer service for everyone who comes onto the campus
d. Be a model for sustainable development
e. Be stewards of the University’s physical assets
f. Be advocates for maintenance and enhancement of the natural and built environment
g. Communicate the University’s and Facilities’ goals to the community
h. Be ambassadors for the University to all who visit campus
i. Maintain a safe, efficient environment
j. Cultivate future donors
k. Provide leadership in the field of Facilities Planning and Management
More broadly, the office’s objectives are to:

- Participate in all aspects of University and Community Planning
- Treat all constituents and stakeholders (students / visitors / staff / faculty) with respect
- Encourage teamwork at all levels
- Implement the new Campus Master Plan

A more detailed Annual Report of the Office of Facilities Management, consisting of 41 pages, has been prepared and a copy of what is available by contacting the administrative office at 856.256.4781.

The following five areas fall under the responsibility of the Assistant Vice President for Facilities Planning, Construction, and Operations:

- Facilities Planning and Construction
- Facilities Operations and Maintenance
- Facilities Landscape Management
- Facilities Resource Management
- Facilities Business Services

Each of these functional areas will now be described in greater detail.

**Facilities Planning and Construction**

*The Mission of Facilities Planning and Construction is to plan, conceive, design, construct, develop and renew the Rowan University physical environment in support of the University mission.*

The responsibilities of Facilities Planning and Construction encompass the broad areas of capital planning, engineering and construction, and capital renewal. The work of this department consists of projects ranging from minor alterations of existing facilities to accommodate department requests to the planning, design and construction of major new buildings.

**Facilities Operations and Maintenance**

*The Facilities Operations and Maintenance group at Rowan University exists to support the mission of a unique public institution that endeavors to serve the region in development of all aspects of individuals through education and campus life experience. As a means to this end, the Facilities Operations and Maintenance Department provides places of human enhancement that proactively support the above mission through personal customer service, asset stewardship, environmental sustainability, student employment and staff ownership.*

The responsibilities of Facilities Operations and Maintenance encompass the broad area of building services (maintenance & repair), mechanical services (central heating & cooling plant and co-generation facility), and custodial services. This office includes the Facilities Service Response Center, which receives service requests and issues work orders for Facilities-related issues.

**Facilities Landscape Management**

*The mission of Facilities Landscape Management is to sustain, beautify and carry out sound environmental landscape management practices while supporting institutional programs and advancing campus and community cultural development.*
The responsibilities of Facilities Landscape Management encompass the broad area of landscape and grounds design, implementation, maintenance, as well as storm-water management and storm abatement. The department is structured with three main teams, addressing horticultural operations, environmental services, and management of athletic fields and turf grass.

**Facilities Resource Management**

*Facilities Resource Management assesses the balance between strategic planning objectives and resource availability through the development, implementation, and operation of business information systems for Facilities.*

The responsibilities of Facilities Resource Management encompass the broad areas of energy management, facilities information systems, and sustainability planning.

**Facilities Business Services**

The responsibilities of Facilities Business Services encompass the broad area of fiscal management for Facilities Management, timekeeping and payroll data entry for personnel in Facilities Management, and budgeting.

**Major Accomplishments for Office of Facilities Planning, Construction, and Operations During FY 2006**

**Administrative**

- Reorganization of the division
- Creation of two new departments (Landscape Management, Resource Management)
- Better cooperation between and among departments
- Increased oversight and reporting of financial information

**Planning and Construction**

- Organizational Improvements
  - Created project management and engineering teams
  - Consolidated administrative help
  - Developed document control system
- Deferred maintenance
  - Triad Roof Replacement
  - North Halls Exterior repairs
  - Magnolia & Willow exterior masonry repairs and caulking to joints and windows
  - North Halls interior railing replacement
  - Wilson Hall renovations to Lobby, Men’s and Women’s Toilet Rooms, hallway ceilings, replacement of doors and hardware on Choral and Instrumental Rooms, replacement of doors and hardware on Boyd Hall with acoustical doors, renovation of Pfleeger Hall Lobby including refinishing wall and new carpet.
  - Completed tying in Wilson, Robinson, Recreation Center, Library and Education Hall into the new central chilled water plant
  - Completion of three emergency repair projects on steam and condensate return lines
• Major Projects
  o Completed construction and construction management of new Education Hall
    ▪ Saved $900,000 project construction management fee by managing construction
      in house
  o Programming studies:
    ▪ Camden campus
    ▪ New LAS building
    ▪ New Facilities Complex
  o Pre-purchase of equipment for Co-generation plant (estimated $500,000 savings by
    not purchasing it through the contractor)
  o Construction of a central chilled water plant to service the north side of campus
  o Started design of 69kV substation and pre-purchased 69kV substation equipment
    (estimated $300,000 savings by not purchasing it through the contractor)
  o Design and pre-purchased North Substation Switchgear

• Miscellaneous Campus Improvements
  o Student Health center painting, new light fixtures, new floor tile, new kitchenette
  o Town House guard rail along roadway by club house
  o Removed Ductwork and antenna from Westby Building and painted panels
  o Triad card access and locknetics on wing doors

• Miscellaneous Campus Support
  o Had CAD files created for each floor of all academic, administration, housing and
    utility buildings - labeled and categorized - for use by Sasaki and for
    implementation into the FAMIS Space Management module
  o Completed campus-wide facilities condition assessment
  o Started compliance and filed our first annual Public Complex Storm-water General
    permit in response to the state's new storm-water management regulations
  o Main Campus - South Campus and North Campus Drainage reports
  o Submitted the Main Campus Wetlands delineation to NJDEP
  o Completed Cultural Resource Screening for the south side of the west campus and
    properties on the north side of the West campus that the Tech Park did not include

• ADA Improvements
  o Bunce Quad curb cut

Operations and Maintenance

• Reorganized service response center
• Completed over 12,000 work orders
• Assisted with Freshman move in, providing carts, personnel, organizational skills
• Set up campus for commencement
• Major replacement of how water piping in North Halls and Edgewood Park
• Replacement of all 110v power outlets in North Halls
• Renovated Provost’s Office – replaced ceilings, carpeting, paint
• Reconstructed Cassady sewage lift station
• Rugby Pines porch renovation

Landscape Management

18
• **Athletics - field maintenance and preparation for:**
  - 12 baseball games
  - 12 softball games
  - 8 lacrosse games
  - 3 track and field events
  - 30 soccer games
  - 10 field hockey matches
  - Scores of camps and conference events

• **Landscape Improvements**
  - Planted 7,000 perennial bulbs on main campus
  - Propagated 2,500 plants in greenhouse for use on campus
  - Design and installation of new landscape at President’s residence
  - Design and installation of new landscape at Alumni house
  - Initiated Children’s Learning Garden at Education Hall

• **Procedure Improvements**
  - Initiated in-house fertilization and pesticide application
  - Reduced amount of salt used during snow / ice events
  - Increased staff training opportunities

**Resource Management**

• **Energy Management and Sustainability**
  - Developed Sustainability White Paper
  - Studied steam condensate system & tracked economics as repairs were made
  - Completed energy rebate applications totaling $1.6 million

• **Recycling**
  - Created Student Recycling Team
  - Placed 3rd Nationally in Waste Minimization in EPA’s Recyclemania event
  - Created Dorm Rescue program routing furniture and food goods to local charities

• **Facilities Information Systems**
  - Began implementation of FAMIS Preventive Maintenance Module
  - Conducted training on FAMIS modules
  - Developed new website for Facilities

**Business Services**

• Effective management of Kronos timekeeping system
• Quarterly charge-backs for Facilities services to other divisions
• Timed procurement of utility commodities (natural gas, electric) to achieve cost savings

*Major Goals for Office of Facilities Planning, Construction, and Operations*
**During FY 2007**

**Administrative**

- Improve staffing levels and efficiency
- Improve communication with campus customers through
  - Website
  - Broadcast Email Announcements
  - Newsletters
  - Informational booths at campus events (*e.g.* Earth Day)
- Develop realistic budgets for the division and departments
- Improve financial controls and reporting

**Planning and Construction**

- Deferred Maintenance
  - Reduce deferred maintenance backlog by 20%
  - Demolish Bosshart Hall
  - New carpet and paint for offices in Robinson Hall
  - Replacement of lock hardware in Robinson Hall
  - Connect Student Center and Rowan Hall to Central Chiller Plant
  - Bunce cupola restoration
- Energy Efficiency and Independence
  - Construction of new co-generation plant
  - Construction of 69KV electric substation
  - Design and construction of SCADA system for central plant
  - Design and installation of energy management systems: Bole, Bunce, Robinson, Wilson Halls
- Main Campus Improvements
  - Relocation of staff and programs from Bosshart Hall to other areas of campus
  - Hollybush interior renovation
  - Installation of new campus signage program
- West Campus Improvements
  - Design and construction of water & sewer infrastructure for SJTP
  - Delineation of environmentally sensitive areas & remediation plans
  - Athletic complex infrastructure planning
- Accessibility Improvements
  - Entry and restroom upgrades – Bunce, Robinson, Bozorth Halls
  - New raised-bed crosswalks at 3 locations across Route 322
  - Pedestrian Ramp from 322 to Meditation Walk
- Revenue Enhancements
  - Salvage antiquated / surplus HVAC equipment for resale

**Operations and Maintenance**
• Reduce backlog of work orders 50%
• Implement FAMIS Preventive Maintenance module
• Implement FAMIS Key Management module
• Reorganize technical library in Cassady
• Establish satellite technical libraries of building plans, etc. in each building
• Establish and implement staffing plan for upgraded central plant
• Improve management of storage space on campus
• Upgrade apprenticeship program to comply with current labor regulations
• Establish schedule for routine furniture, carpet, paint renewal
• Create more effective Store Room / Central Receiving office

Landscape Management

• Create landscape improvements at sculpture by Recreation Center
• Revise snow clearing plans
• Develop appropriate charge-back structure for supporting events

Resource Management

• Implement additional features of FAMIS Information System suite:
  o Space Management
  o Preventive Maintenance
  o Key Management
  o Capital Projects
• Redesign and update of Facilities Web Site
• Complete Sustainability Action Plan
• Identify projects to address energy savings and efficiencies
• Develop and implement a waste management program that maximizes recycling
• Develop and implement University-wide surplus equipment and furniture disposal policy and procedures

Business Services

• Full implementation of newest version of Kronos timekeeping software
• Integration of Kronos with Banner
• Prompt & effective reporting of financial information to Assistant Vice President and other departments in Facilities
• Tracking and management of intra-departmental budgets
• Develop realistic operating budgets for FY2008
• Develop RFP for custodial services for FY2008
REPORT OF THE OFFICE OF HUMAN RESOURCES

EXECUTIVE DIRECTOR OF HUMAN RESOURCES
(Marie Tiemann, Ph.D.)

General Description of Function of Office of Human Resources

The Office of Human Resources is responsible for managing the human resources function of the University and is comprised of individuals who are subject matter experts in the following functional areas:

- Classification & Compensation
- Pension & Benefits for All Employees
- Classified Employee Hiring, Reclassification & Promotions
- Classified Employee Training
- Immigration Compliance
- Human Resources Records Management
- Human Resources Internship Program
- Student Employment
- Employee Service Awards

Working closely with other offices and divisions within the University, the Office of Human Resources also provides service in the following areas:

- Employee Grievances and Other Complaints
- Employee Disciplinary Actions
- Employee Counseling
- Affirmative Action/Equal Employment Opportunity

The Office is service oriented, and as such it provides a broad scope of information and services to the wider campus community. Collectively the Human Resources staff has worked with the Office of Information Resources (within the Division of Academic Affairs) to achieve the transition to the Banner system which is designed to improve services to employees and management, and provide accurate and timely transactions and records maintenance in all areas.

Major Accomplishments of Office of Human Resources During FY06
**Banner Human Resources/Payroll System**

- Met Banner go-live date of January 1, 2006 - The coordinated efforts of the Banner HR Functional Team brought the Banner HR module live within the given time frame. Transition to the Banner system required collaboration with payroll and IR, functional support, completion of training for personnel in the following areas: compensation, pension and benefits, risk management, training and development, records management, to facilitate the data set-up, data entry, data audit, linkage, management and report-writing functions within the system. Department personnel continue to learn report-writing functions to configure and extract data from the system. During the transition contracted compensation obligations were processed accurately and on time with a minimum amount of exceptions.
- Members of the department continue to serve on the Implementation Team and Data Standards Committee.

**HR Web Site**

- Web page brought into compliance with established university standards
- Mission statement developed via the coordinated efforts of others in the department and published
- More information provided and available to employees
- An HR Policies and pension summary sheet forms available online

**Records Management**

- Developed processes to organize, relocate and manage and all personnel, re-contracting, re-class, promotional, Workers’ Compensation and termination materials. This encompassed the updating of 1500 current employee files, consolidation of 10,000 plus terminated employee files, reorganization of 1200 promotional files, creation of 370 files for new employees (including student workers). The estimated amount of fines avoided by this initiative is $232,000.
- Organized file rooms and files by alpha order, color and type to provide detail and efficient maintenance.
- Established security policy and process to control access to HR file rooms.

**Human Resources Intern Program**

- Managed the Human Resources Internship program initiated in 2002. Human Resources partnered with the College of Business and College of Liberal Arts and Sciences in 2002 to provide a credit and experience-based student internship program. As of Summer 2006, 27 students participated and completed the program, 17 HR related projects were completed (database tracking of benefits, recruiting compensation, retirement, pre-employment and document preparation). In addition, experiential learning opportunities are provided in various functional areas of HR. Of the participants completing the program, 17 are employed in HR in private and public industries, and seven are pursuing Master’s degrees.

**Service Awards**

In 2005, 197 employees were honored and received awards for years of service ranging from 5 to 40 years; 23 of the 197 were retirees.

**Immigration Compliance**
• Transitioned Immigration processes (H1-B Visas, Labor certifications, and Green Cards paperwork) to an attorney to guarantee accuracy and compliance
• Facilitated the Immigration process with new employees to provide a point of contact and support and to ensure employees remain “in status”

Complaint & Accommodation Resolutions
• Coordinated the processing of several discrimination complaints
• Completed several outstanding ADA accommodation requests.

Compensation and Classification
• Managed the search, classification, reclassification, promotion, and compensation processes for assigned job classes. In the 2005-2006 fiscal year, 55 reclassifications were processed and 97 vacancies were filled.
• Developed a draft of a recruiting handbook to assist departments during the search process.
• Developed, obtained approval and implemented a new module for departmental secretaries’ promotional opportunities.

Pension & Benefits
Life Insurance – over $50,000 tracking implemented in Banner
Family Medical Leave – concurrent FML & Worker’s Compensation leave implemented. Concurrent leave reduces the amount of time absent from work.

Pension Systems/Plans – (PERS, TPAF, PFRS, ABP- 6 Vendors)
• Developed and implemented a quarterly audit process to capture regular, hourly, stage crew, adjunct faculty, and state retirees to ensure proper enrollment and compliance with NJ State Division of Pensions and Benefits requirements. No late enrollment liabilities were assessed this year.
• Developed and implemented a process to ensure that PERS employees who move to a PFRS position complete the required pension transition paperwork.
• Established processes for the pension area resulting in no new assessments and resolution of past assessments with reimbursement for some.
• Pension summary sheets developed for all pensions
• State Alternate Benefit Program (six pension vendors)
  Managed the transition from CitiStreet to Met Life
  Implemented verification of retirement prior to processing payment of Supplemental Compensation of Retirement.

State Health Benefits Program –
• Proposed changes to the benefits deduction process for 10-month employees to the State. Awaiting approval.

NJ State Risk Management Program
• Improved the record keeping and leave time management options.
• Facilitated improved communications with state and vendor risk management partners to improve claims processing and accuracy, e.g., ability to access the state’s RMIS.
• Coordinated with IR to get RMIS (the State’s Risk Management Information System) working again on an HR computer, thereby reducing processing time for Workers’ Compensation claims.

NJ State Deferred Compensation
• Managed the transition to Prudential as the preferred carrier for the state and conducted orientation and enrollment information sessions.
• NJ Best- 529 College Savings Plan
  • Initiated the process to have this benefit become a payroll deduction on a bi-weekly basis and anticipate that this may increase participation in the program.

New/Transfer Employee Benefit Orientation
  • Transitioned provider review to online via state web site.

Exit Interviews
  • 75% of exiting employees captured for exit interviews

Tuition Waiver Program
  • Administered & processed 226 waivers and grade verifications. HR gained access to SIS, removing tracking responsibility from the Registrars’ Office.

IFPTE Scholarship Program-effective September 2005
  • Implemented and managed the program and scholarship awards while maintaining confidentiality of employee information.

Tuition Scholarship Program-effective for enrollment in May 2006 for Fall 2006 classes
  • Collaborated with Financial Aid, Bursar and Admissions to align resources and determine program responsibilities for functional areas. HR will administer the notification, application creation and process, and dependent verification portions of the program.
  • Enrolled 29 participants (employees’ dependents)

Faculty Transition Retirement Program
  • Three faculty transition retirements were processed.

Training/Development Area

  • Developed and established new educational workshops to provide basic and advanced training opportunities for managers/supervisors/department chairs in the HR areas.
  • Collaborated with IR to develop and implement Rowan’s Web Based, Online PES system Trained managers and supervisors of 550 employees over a two-year period; provided one-on-one support when needed (58 raters were trained in the provost’s division from 10/05 through 6/06). As a result, achieved record compliance numbers for completion of PES after training. The high rate of compliance ensures accurate tracking of all employees’ history by providing transfer, promotion and reclassification information on effected employees.
  • Implemented online anti-discrimination training and testing– 1,000 employees successfully completed the training in 05-06.

Human Resources Office Goals for FY07

Banner Human Resources/Payroll System

  • Establish IR partnerships to increase the service level to the HR area.
  • Define the Banner/IR/HR support, problem resolution and service roles.
  • Support 7.0 roll-out in October 06.
  • Develop data extraction/report writing capabilities of functional staff.
  • Develop and implement, with IR support, pension and workers compensation tracking and verification report writer functionality.

HR Web Site

  • Publish newly developed Human Resources materials
Records Management

- Examine storage options
- Develop team to examine centralizing all non-academic search files
- Convert older files to the current filing system
- Re-engineer EEOC and Affirmative Action file system
- Assist with the development of records management policies and requirements.

Human Resources Intern Program

- Increase campus awareness of the intern program
- Revise materials and interview process
- Provide interns access to HR workshops and meetings
- Develop evaluation tools
- Advertise intern program on the Web

Immigration Compliance

- Provide transition support to new employees.

Compensation and Classification

- Partner with facilities to improve the search committee process.
- Partner with Provost Office to provide search committee management, interview and selection training.
- Complete revisions and publish the Recruitment and Staffing Handbook in hard copy and on the Web.

Pension & Benefits Program Management

- Relocate the Risk Management Program Specialist to an office to provide HIPPA compliance and a confidential area to counsel employees.
- Reengineer the pension enrollment process for specific employee groups, e.g., hourly, stage crew, adjuncts, in collaboration with the Provost’s Office.
- Simplify the pension enrollment tracking processes using Banner capabilities
- Learn and utilize report writer capabilities in Banner
- Implement Transit Check in Fall 2006 in Banner.
- Develop New Employee Information Packet to provide a comprehensive summary for all new employees to include:
  - “need to know” information – benefits and services available, etc.
  - “to be returned” information – forms, signature required, etc.
  - “at-your-leisure” information – get acquainted with Rowan

Training/Development Area

- Institutionalize the technical support required for the Online PES
- Monitor the PES process
- Conduct a needs assessment and focus groups to determine training needs
- Redesign the group employee orientation process
- Institute the publication of a workshop/training/professional development calendar.

VI.

REPORT OF THE OFFICE OF EMPLOYEE & LABOR RELATIONS
DIRECTOR OF EMPLOYEE AND LABOR RELATIONS
General Description of the Functions of the Office of Employee & Labor Relations

The Office of Employee and Labor Relations was established, effective July 1, 2003. The responsibilities of the Office are to handle any and all matters that relate to negotiations and contract administration with regard to employees represented by collective bargaining organizations other than the AFT. More specifically, the Office participates in State-wide negotiations and manages any local negotiations and administers agreements; manages the grievance and complaint process; manages with the Office of Human Resources the employee disciplinary process and employee counseling; interacts on a regular and continuing basis with the Governor’s Office of Employee Relations and generally advises management of the University on a daily basis with accurate clarification, interpretation and advice concerning collective bargaining contract clauses, New Jersey Administrative Code provisions, and university practices, policies and procedures, in matters pertaining to employee/labor relations for non-AFT members. Meetings with managers, employees, supervisors, and union representatives were held as needed during the year to prevent and resolve issues and problems at Rowan University.

Issues including but not limited to overtime, compensatory time, holiday pay, Fair Labor Standards Act, uniform allowance, union releases, holiday closing, snow days, donated leave, SLI claims, family leave, promotions, essential employees, hours of work, tuition waiver, parking, union dues/agency shop dues, service awards, time clocks, office temperatures, voluntary furlough, commencement, staffing, working test periods, out-of-title claims, shift differentials, unemployment claims, temporary employee service, union office space, Supervisor of Pre-School position (Camden), were addressed across department lines.

Major Accomplishments of the Office of Employee & Labor Relations During FY06

• Coordination of the impact of the change of majority representative of employees in the University Department of Public Safety.

• Regular and continuing interaction with the Governor’s Office of Employee Relations concerning CWA, IFPTE and FOB/PBA State-wide collective bargaining agreements.

• Successfully concluded local negotiations for the IFPTE /University Tuition Waiver for Dependent Children Program and approved by the University Board of Trustees in September 2005.

• Informally resolved numerous complaints of employees to avoid the filing of grievances by employees and unions.

• Processed in a cost-effective manner15 employee grievances from the IFPTE and FOP resulting in 9 settlements (all involving overtime issues), with 6 pending. No formal grievances were filed by CWA.

• Processed 14 employee disciplinary actions (and conducted Loudermill hearings where required), and also coordinated the resignation of two employees that were facing disciplinary action.

• Handled appeal to the Merit System Board of disciplinary actions resulting in a decision to remove the employee from University service.
Provided advice to various departments on the importance of properly documenting the activities of new employees during their working test period resulting in two employees resigning in lieu of being released for unsatisfactory performance during the working test period.

Advised and assisted various departments on the use of letters of counseling (not considered disciplinary actions) for poor attendance and other areas of concern and revised the guidelines for utilizing such letters after discussions with union representatives.

Over 825 contacts by telephone or in person were made by the Manager, Employee Relations with University employees.

Prepared, submitted and obtained approval of two requests for confidential employee designation of University employees.

Reviewed and reissued the Essential Employee Policy and consolidated, redrafted, edited and customized generic training modules to more specifically address issues at the University.

Major Goals of the Office Employee & Labor Relations for FY07

- Continue to provide the University administration, management, supervisors, employees and unions with accurate clarification, interpretation, and advice in employee/labor relations matters including collective bargaining provisions, University practices, policies, and procedures, and New Jersey Administrative Code provisions.

- Process employee grievance and disciplinary matters for CWA, IFPTE, FOP and PBA bargaining units in accordance with contractual obligations, and facilitate settlements when appropriate.

- Represent Rowan University interests at meetings with the Governor’s Office of Employee Relations, and for the next State-wide negotiations for the collective bargaining unit agreements that expire on June 30, 2007.

- Provide personal and/or group assistance and informational workshops in the areas of employee/labor relations, and provide guidance and problem resolution.

- Continue to provide in-house counseling services for employees, with close coordination with the New Jersey Employee Advisory Service.

- Continue to maintain open communications and a harmonious employee-employer relationship with the IFPTE, CWA, FOP and PBA unions.

VII.

REPORT OF THE OFFICE OF AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY

DIRECTOR OF AFFIRMATIVE ACTION (Richard Williams, B.A., M.Ed.)
**General Description of the Functions of the Office of Affirmative Action**

The Office of Affirmative Action/Equal Employment Opportunity is responsible for leading the University’s efforts toward maintaining a campus environment that is inclusive, pluralistic and free of discrimination, consistent with federal, state and University laws, rules and regulations. The Office is also responsible for taking the lead in administering a program that provides specific support for persons with disabilities. The Office is responsible for administering the affirmative action and ADA compliance programs and provides compliance reports as required.

**Highlights of Major Accomplishments of the Office of Affirmative Action During FY06**

- Investigated 3 discrimination complaints, two of which were sexual harassment complaints and one was alleged discrimination in the staff selection process.
- Processed 119 “Requests to Hire” forms, of which 62 positions were filled. The 119 position requests cover all job categories – executive, managerial and classified.
- Prepared and delivered to the President a report on the gender and race/ethnic background of tenure track hire.
- Distribute material to departments pertaining to recruitment strategies.
- Involved with training programs presented by the Office of Human Resources and conduct ADA training sessions.
- Chaired the Rowan University Black History Month committee, which coordinates all of the University’s Black History Month activities during the month of February.
- Chaired a one-day conference entitled “Advancing Affirmative Action and Human Resources Paradigm within a Changing Legal and Administrative Environment” which drew over 100 people to Kean University.
- Attended the Faculty Compact for Diversity Conference, which is a Doctoral Pipeline program that has a meeting every fall of scholars who are at various stages of completing the doctorate in various academic disciplines. This conference attracted six hundred students and was held in Arlington, Virginia.
- Participated in the Florida Education Fund’s three-day meeting of its Doctoral Scholars, which is another Doctoral Pipeline program that is based in Florida.
- Attended meetings such as the Board of Directors meeting for the American Association for Affirmative Action, the National Conference of the American Association for Affirmative Action, the Affirmative Action Officers Council, and the EEO Officers meeting.

**Major Goals of the Office of Affirmative Action for FY07**

- Update the Affirmative Action Office website.
- Continued meetings with Faculty and Administrative Search Committees to discuss questions that are appropriate and inappropriate in the interview process.
• Continued participation in the training of new faculty and staff as it relates to the American for Disabilities Act and Sexual Harassment.

• Continue to chair the African-American History Month program that will plan and implement the African-American History month calendar during February of 07.

• Continue to serve as the Regional Director for Region II covering New Jersey, New York and Puerto Rico and to work with Region III on planning a one day conference for the spring semester.

• Will continue to recruit faculty from the Doctoral Pipeline programs such as Faculty Compact and the Florida Education Fund.

• Will Chair the Black Coalition’s Recognition Event, which will honor individuals who have left the university or who have retired.

• Will also continue serve as a Mentor in the African – American Male mentoring program. I have also been approached by Dr. Zenola Blanding to co-direct this program.

• Will continue to investigate discrimination complaints from internal and or external individuals as assigned.

VIII.

REPORT OF THE OFFICE OF CONTRACT ADMINISTRATION & RISK MANAGEMENT

DIRECTOR OF CONTRACT ADMINISTRATION & RISK MANAGEMENT (Robert D’Augustine, J.D., M.B.A.)
General Description of the Functions of the Office of Contract Administration & Risk Management

The Office of Contract Administration & Risk Management was established with the appointment of the Director in October, 2005. The major functions of the Office are to analyze each proposed contract from the point of view of potential risk to the University as to legal, fiscal and resource utilization exposure and to insure that contractors adhere to their obligations under existing contracts. In addition, the Director serves as a principal investigator with respect to a number of important internal investigations. By appointment by the President of the University, the Director also serves as co-chair of the University-wide budget and planning committee which provides advice to the President with respect to fiscal and budgetary matters.

Major Accomplishments of the Office of Contract Administration & Risk Management During FY06

- Developed new or revised policies in the areas of uncompensated employees, 15-passenger vans, OPRA and whistleblowers.
- Developed model language in several alternative versions for intellectual property provisions for clinic agreements and for use in other contracts and grant agreements.
- Developed revised language for use in standard performance agreements, facilities rental agreements, subgrant agreements, etc.
- Wrote significant portions of the University’s report on progress on achieving the objectives in the 5-year plan.
- Investigated affirmative-action/harassment complaints against five individuals and made reports to President Farish.
- Provided support and backup decision-making regarding interpretation of OPRA and the release of public records.
- Co-chaired the University’s Budget and Planning Committee and helped to guide the Committee’s activities during a difficult year. In particular, I believe I played a key role, very late in the fiscal year, in helping the Committee to make a smooth transition from prioritizing budget requests to prioritizing expense-reduction and revenue-generation ideas.
- Negotiated a resolution of disputes and subsequent agreements to stop farming land in the Tech Park construction zone with Doug Zee and Doug Zee, Jr.
- Developed, in cooperation with David Applebaum, Professor of History, a course in the history of civil liberties in the United States. The course will be offered for the first time as a Rowan Seminar and also as a Bildner Seminar in the fall semester of 2006.
- Service to the Community: Served as a member of the Board of Trustees of the Visiting Nurse and Homemakers Association of Burlington and Gloucester Counties. Elected as President of the Board in May, 2006.
- Service to the profession: Served as a member of the NACUA Committee on Members and Member Services. Appointed to the NACUA Committee on Finance and Audit for 06-07.

Office of Contract Administration & Risk Management Goals for FY07

- Work with the faculty receiving grants (and especially engineering clinic support) to negotiate better (more even-handed) intellectual property provisions in agreements with sponsors.
- Continue to develop improvements in substantive areas in agreements and contracts of all sorts.
- Monitor the implementation of new policies mentioned above to determine if further refinements are necessary.
- If reappointed as co-chair of the Budget and Planning Committee, provide leadership in the fulfillment of the Committee’s role of advising the Administration regarding budget issues.
• If reappointed as co-chair of the Budget and Planning Committee, offer the Committee’s services to the Provost in support of the development of revisions to the 5-year plan. (This is a Committee role that was not utilized by the Administration in 05-06.)
• Whether or not as co-chair of the Budget and Planning Committee, provide assistance to the Provost and the President in considering changes to the planning process and in implementing changes that are embraced.
• Implement an excellent course in the history of U.S. civil liberties in the fall semester; consider a request from Mark Hutter to offer it again as an honors course in the spring semester.
• Keep an eye open for other opportunities to be helpful.

IX.

REPORT OF THE ROWAN UNIVERSITY BOOKSTORE

DIRECTOR OF THE BOOKSTORE (Eileen Morrow, C.S.P.)

General Description of the Functions of the Bookstore

The University Bookstore is owned and operated by Rowan University. The University Bookstore’s Mission is to provide course materials and other required and recommended merchandise
in support of the academic mission, to provide for the business and social needs of a diverse university community, and to make a reasonable return on investment.

**Major Accomplishments of the Bookstore During FY06**

**Textbook Sales**

Despite unprecedented national and international competition, the bookstore sold 89,181 textbooks to our students in FY06. Of this number, 27,836, or 31%, were used textbooks, which provide our students a 25% discount from new book prices.

**Bookstore Website Sales**

The bookstore received and processed over 2,500 textbook orders, many within 24 hours of receipt. This number continues to grow dramatically.

**Customer Satisfaction Survey**

Using a survey developed by the National Association of College Stores (NACS), the bookstore received an overall rating of 4.22 on a scale of 1-low, to 5-high. Customers were most satisfied by “the bookstore’s pleasant shopping atmosphere.” In addition, respondents highly rated “the selection of school supplies, imprinted gifts, and apparel/insignia items.” With ratings of 4.40 or above, the customers appreciated “the warm and friendly bookstore staff, the speed of service, the responsiveness to special order requests, knowledgeable bookstore staff, and ease of locating items.”

**University Service Awards**

The bookstore provided catalogues, processed individual orders, purchased, and distributed Service Award gifts for 201 honorees with 5 to 40 years of service to Glassboro State/Rowan University. This number included 23 retirees.

**Author Autographing Events**

At ten campus author events, the bookstore provided and sold autographed books.

**New Faculty Orientation**

Distributing information on the textbook ordering process, Eileen Morrow, John Aderinto, and Karen Van Dexter attended this session in August 2005, answering questions and offering assistance.

**Faculty Outreach**

John Aderinto and Karen Van Dexter attended five academic departmental meetings, sharing information and answering questions, during the fall 2005.

**Donations**

The bookstore collected money and vendor samples for the auction to raise funds for hurricane-relief efforts. In addition, the bookstore donates prizes for dozens of campus charitable events throughout the academic year.
Professional Involvement

Eileen Morrow, the bookstore director, was selected to represent the National Association of College Stores (NACS) in its work with the Council for the Advancement of Standards in Higher Education (CAS). She serves as a member of the CAS Board of Directors, with meetings focusing on the creation of Self-Assessment Guides.

Grad Fest

At the initiative of John Aderinto, the Bookstore’s Assistant Director, the bookstore held its First-Ever Grad Fest in March 2006. Located in the ballroom of the Student Center, participants included campus departments and vendors who had products and services of interest to the Class of 2006. The students received special discounts on diploma frames and selected gifts. Of the 2000 invited, 772 seniors attended the event, and exit surveys confirmed that the event was greatly appreciated.

Freshman Orientation

The bookstore held open-house parties after store closing, from 5 to 7 p.m., for each of the three groups of freshmen attending Orientation, June 2006, offering each group a chance to win a $300 gift certificate and other prizes. In addition, Eileen Morrow and John Aderinto conducted well-attended and well-reviewed information sessions for both parents and students on how to maximize their textbook dollars.

Rowan University Bookstore Goals for FY07

- The principal goal for the Rowan University Bookstore is to maintain, if not exceed, sales for FY 07, despite unprecedented internet competition.

- On textbook orders placed on the bookstore’s website for Fall 2006, the bookstore will offer free freight, to compete with the major internet sites; the expense will be a trade-off with savings to labor and space by not having to shelve texts and hand them out at school opening.

- The bookstore will try to make up for another year of inconvenient parking by offering free-delivery-on-campus days (parking lot not expected to be available until July 2007).

- Increase the faculty’s awareness of the role they play in lowering textbooks’ net cost by submitting their adoption information before the Final Exam Week/Buyback period. By knowing what textbooks the faculty will reuse, the bookstore can offer students 50% back on their textbooks, rather than only the lower wholesale amounts. Currently, the bookstore receives only 50% of the textbook adoptions by the deadline, 60% by buyback).

- Create new revenue opportunities to take the place of those which are losing ground: for example, as music CD sales and movies DVD sales continue to erode, because of iPOD downloads and on-demand movies from TV providers, other product opportunities spring up, like iPOD sales, new software, perhaps sale DVDs, and so forth.

- Increase campus involvements by introducing events such as a fashion show; a winter Holiday Event at night in the bookstore; a Book Club Group over lunch; a Faculty Authors bookstore
launch with book signings; a Welcome Wagon approach for new members of the Rowan community; etc.

- Other budget-saving and revenue-enhancing ideas are many and varied, and will be tried in cooperation with specific ventures, marketing efforts, and sales and promotions.

X.

REPORT OF THE UNIVERSITY MAILROOM

MANAGER OF MAIL ROOM (Richard Pustizzi)

*General Description of the Functions of the Mail Room*
The Mail Room maintained our service schedules and provided excellent service to the University. Most noteworthy is our Presort Service. During the past year the Mail Room processed and sorted over 273,000 pieces of mail at a savings of 1.8 cents per letter.

Day-to-Day Accomplishments of the Mailroom During FY06

1. Pick up mail on a daily schedule from the Post Office.
2. Sort and process incoming mail to departments and Student Mailboxes.
3. Provide Mail Service to the University by the use of our Customer Counter.
4. Make scheduled delivery and pick up service to the Departments and Deliver to the Town House Mailboxes.
5. Sort and process interoffice and outgoing mail
6. Presort First Class letters.
7. Meter outgoing mail and send UPS packages, flats and certified mail.
9. Deliver all outgoing mail to the Glassboro Post Office.
10. Complete all related paperwork and post transactions to the Mail Management Accounting System.

Rowan University Mail Room Goals for FY07

The goal of the University Mail Room is to continue to provide timely, accurate and secure mail delivery to campus departments and students. In order to obtain the stated goal, the University Mail Room will strive to obtain the following objectives:

1. All outgoing mail received by the Mail Room must be sorted, the exact postage added, charged to the proper department, and delivered to the US Post Office in Glassboro, the same day it was received.
2. All incoming mail must be accurately sorted and delivered same day for students. All departmental mail will be delivered same day if received by 8:00 AM. All other receipts will be delivered next day.
3. All procedures must be followed to insure efficiency, and employees are expected to offer suggestions for improving the procedures.
4. All procedures must be followed to insure efficiency, and employees are expected to offer suggestions for improving the procedures.
5. Maintain prompt delivery and pick up schedule.
6. Provide superior mail service to the University Community.
7. All employees are expected to keep absenteeism at a minimum and to report on time as scheduled.

APPENDIX A

DIVISION OF ADMINISTRATION & FINANCE

MANAGERIAL POSITION DESCRIPTIONS*

* Name in parentheses is the name of the incumbent
OFFICE OF FISCAL AFFAIRS

ASSOCIATE VICE PRESIDENT FOR FISCAL AFFAIRS
& CONTROLLER (Joseph Scully)

Under the administrative direction of the Vice President for Administration and Finance, the Associate Vice President for Fiscal Affairs is directly responsible for the effective operation and management of the Finance Division and the Controller’s Office. The Associate VP for Fiscal Affairs is responsible for leading and managing the University operations that include financial reporting, budgeting and analysis, payroll, accounts payable, purchasing, bursar, and treasury functions. The Associate VP serves as staff to the Finance Committee while serving as the Finance representative for all internal and external audits as well as credit rating agencies’ reviews.

The Associate Vice President is the chief administrative officer of the Division of Administration & Finance in the absence of the Vice President.

Areas of responsibility include but are not limited to:

- Cashiering
- Banking Relations
- Investment Activities
- Student Accounting
- Sponsored Program Accounting
- Controller's Office
- Preparation and audit of Annual Financial Report
- Internal Accounting Controls
- Public Institution Financial Policies and Procedures

- Cash Collections
- Budgeting
- Institutional Debt Activities
- Accounts Receivable and Collections
- Property Accounting/Fixed Assets
- IPEDS Reporting
- Tax Reporting
- Indirect Cost Rate Determination

BURSAR (Philip Tataglione)

The Bursar reports to the Associate Vice President for Finance and is responsible for the operation of the Bursar’s Office which handles all receipts as well as the collection and refunding of all student-derived revenues. The Bursar is responsible for the disbursement of all Student Financial Aid monies. All disbursements must be made in accordance with accounting policies, following the existing state and federal guidelines. The Bursar is also responsible for establishing and operating the Student Card Office. Reviews and revises new or existing business procedures as may be required.
DIRECTOR OF ACCOUNTING SERVICES (Richard Snyder)

Under the administrative direction of the Associate Vice President for Fiscal Affairs and Controller, the Director of Accounting Services plans, directs, coordinates, and supervises all aspects of Accounting Services, which includes Accounting, Fixed Assets, Capital Accounting, Foundation/Alumni Accounting and the South Jersey Tech Park Accounting. This position is responsible for the recording of all financial transactions for the University and its component units. In addition, the Director of Accounting Services plans, executes and supervises the annual and special audits, and the preparation of all the University’s financial reporting. The Director of Accounting Services acts as a backup to the Controller in his absence. Specific tasks of the position include:

• Supervise the preparation of special financial reports and requests for cash reimbursements as required by private, state and federal agencies on a periodic basis.
• Supervise the management of the Banner Finance System and research and solve processing problems that cannot be remedied by subordinate staff.
• Design and implement accounting processes and systems that meet the financial reporting requirements.
• Work with internal and external publics to explain accounting procedures, identify financial reporting capabilities and respond to questions.
• Assist departments in analyzing departmental financial reports, projecting expenses, reviewing budgets and resolving processing problems.
• Keep abreast of changes in accounting principles and federal and state regulations; develop and/or change accounting procedures to meet reporting requirements and to keep the University in compliance.
• Supervise the preparation of the University’s and its component units 990’s.

DIRECTOR OF BUDGET (Sally McCall)

Under the supervision of the Associate Vice President for Fiscal Affairs and Controller, the Director of Budget directs the University’s budget department, which is responsible for all university controlled funds; federal, state, and local grants and contracts; auxiliary services funds; and special purpose funds. Responsibilities include directing the preparation of all state budget requests, preparation of all required managerial analyses, over site of both salary and non-salary operating expenditures, and directing the position control function of the HR Banner System. Specific tasks of the position include:

• Coordinating the University’s annual operating budget development process.
• Estimating and tracking tuition revenues, student fees and revenues from other unrestricted revenue sources.
• Projecting and monitoring all expenses, including personnel costs (salaries and fringe benefit for union and non-union groups) and non personnel items.
• Insuring the integrity of budgetary information in the University’s financial accounting and position control systems.
• Evaluating business plans for new academic programs and the financial status of current academic divisions and programs.
• Reviewing administrative costs to insure the efficient delivery of services.
• Working with the Associate Vice President for Fiscal Affairs and Controller, prepares budgetary information for presentation to the President and the Board of Trustees and its committees.
• Special analyses as requested.
DIRECTOR OF ACCOUNTS PAYABLE (James Lovegrove)

Under the administrative direction of the Associate Vice President for Fiscal Affairs and Controller, the Director of Accounts Payable is responsible for managing the administrative and technical activities of the Accounts Payable Office as well as providing direction and ensuring that accounts payable practices, procedures and documentation conform to all applicable State, Federal and University policies. This includes utilizing accounting principles and resourcefulness to analyze SCT Banner data and tables to uphold data integrity.

The Director is responsible for all aspects of accounts payable operations including the implementation of system solutions, and supervising staff members. Duties include timely and accurate disbursement of funds from Rowan University, Rowan Foundation and the South Jersey Technology Park. The Director is also responsible for the daily cash management functions for the University as well as maintaining the operational banking relationship.

DIRECTOR OF PURCHASING (Keith Duke)

Under the supervision of the Associate Vice President for Fiscal Affairs and Controller, the Director of Purchasing is directly responsible for managing the activities involved in procuring goods and services in accordance with New Jersey statutes and University rules. The Director of Purchasing:

- Reviews purchasing requirements and requisitions; determines acceptability of substitutes.
- Determines the method of procurement, such as direct purchase or bid.
- Maintains procurement records, such as items or services purchased, cost, delivery, product quality, or performance, and inventories.
- Anticipates procurement needs and proactively addresses them, as appropriate.
- Prepares purchase orders or bid requests and evaluates proposals.
- Follows up on open POs, invoice issues, credits, open orders, etc.
- Provides liaison between the supplies or vendors and University personnel. Supports and assists the University.

PAYROLL DIRECTOR (Carolyn Milligan)

Under the administrative direction of the Associate Vice President for Fiscal Affairs and Controller, the Payroll Director is responsible for managing the administrative and technical activities of the Payroll Office, as well as providing direction and ensuring that payroll practices, procedures and documentation conform to all applicable Federal, State and University policies. This includes utilizing accounting principles and resourcefulness to analyze SCT Banner data and tables to uphold data integrity that is in compliance with all agency guidelines.
The Director is responsible for all aspects of payroll operations including the implementation of system solutions, and supervising staff members. Duties include but are not limited to reporting and filing complex financial and statistical data to various Federal, State, Local and other appropriate agencies.

OFFICE OF FACILITIES PLANNING, CONSTRUCTION & OPERATIONS

ACTING ASSISTANT VICE PRESIDENT FOR FACILITIES PLANNING, CONSTRUCTION & OPERATIONS (Joseph Orlins)

The Assistant Vice President for Facilities Planning, Construction, and Operations (collectively called “Facilities Management”) coordinates the efforts of the individual departments and reports to...
the Vice President for Administration and Finance. The responsibilities of the office of the Assistant VP for Facilities Management include:

- Coordination with municipal, county, and state planning & construction agencies
- Crisis Management
- Grant Writing
- Interface to Board of Trustees
- Internal & External Relations
- Liaison to other Rowan University divisions
- Primary interface for campus and community regarding Rowan Facilities
- Property Management – Deed and record keeping
- Property Management – Tenant Issues
- Reporting to governmental bodies (NJ Commission on Higher Education, NJ Educational Facilities Authority, NJ Department of Environmental Protection)

**Director of Facilities Planning and Construction (Mary Acciani)**

Facilities Planning and Construction has been reorganized into three project management teams, an engineering services team, and a secretarial support team, all under the supervision of the Director of Facilities Planning and Construction.

The responsibilities of the Director Facilities Planning and Construction encompass the broad areas of capital planning, engineering and construction, and capital renewal. Specific areas of expertise and responsibility include:

- ADA Compliance: Design, Review and Inspection
- Architectural Design
- Building Commissioning
- Campus Planning – Physical & Sequencing
- Capital Renewal
- Construction Code Analysis
- Construction Management
- Contract Administration
  - Cost Estimates
  - Design Feasibility Studies
  - Engineering: design and review
    - Electrical
    - HVAC
    - Plumbing
    - Structural
  - Document Control
- Drafting Support
- Environmental Testing / Consulting
- Furniture Management – Renewal
- Interior Design / Fixtures, Furniture, Equipment (FF&E)
- Land Use Analysis
- Move Coordination for major projects
- Permit Management – DCA / SCD / NJDEP
- Plan Retrieval & Archiving
- Project Scheduling
- Property Management – Records
- Sidewalk Replacement, Renewal
- Site Analysis
- Space Planning & Management
- Special Project Construction
- Training, General

**Director of Facilities Operations and Maintenance (Glenn Brewer)**

The Director of Facilities Operations and Maintenance reports directly to the Assistant Vice President for Facilities Planning, Construction & Operation and generally is responsible for supervising the following functional areas: operation of the central plant (heating/cooling/power production), general and preventive maintenance of buildings and vehicles, special projects and custodial services. More specifically, the Director’s responsibilities include the following:

- Central Plant Operations
• Central Stores
• Contract Warranty Follow-up
• Custodial services
• Electrical Maintenance & Repairs
• Emergency Lighting Test & Maintenance
• Energy Management – Building Automation Systems operation & maintenance
• Environmental Testing – Indoor
• Events Setups – Indoor
• Fire Alarm Testing/Management
• Fire Code Violation Repair
• Fire Hydrant & Sprinkler Testing / Management
• Generator Testing
• Infrastructure Maintenance & Repair
• Lamp Replacement
  o Academic Buildings
  o Exterior/Walkways/etc.
  o Residence Life
• Masonry
• Moving services
• Nighttime Maintenance / Emergency Facility Response
• On-Call Management
• Package Delivery
• Painting
• Pest Control – Interior
• Plumbing Maintenance & Repairs
• Recycling – Inside buildings
• Sanitation – Inside buildings
• Service Contract Management
• Service Response Center
  o Telephone
  o Work Order Entry & Close Out
• Sidewalk Repairs
• Signage – Maintenance & Replacement
• Special Projects Maintenance
• Structural Repairs
• Training – General
• Training – OSHA, Health & Safety
• Transformer Testing/Reporting
• Vehicle Maintenance and Repair

**Director of Facilities Landscape Management (Edward Thompson)**

The Director of Facilities Resource Management reports directly to the Assistant Vice President for Facilities Planning, Construction & Operations, and generally is responsible for minor alterations of existing facilities to accommodate department requests; planning, design and construction of new buildings; energy management; utilization of information systems and planning for sustainability. More specifically, the Director’s responsibilities include:

• Arboriculture
• ADA Maintenance (sidewalks, egress)
• Event Setup – Outdoor
• Heavy Equipment Operation (Backhoe)
• Landscape Furnishings – Maintenance, procurement
• Landscape Maintenance
• Landscape Material Propagation
• Landscape Planning and Design
• Maintenance of Storm-water Facilities
• Memorial Markers - Maintenance/Repair
• Mowing / Fertilizing Turf grass
• Pest and Vermin Control - Outdoors
• Pesticide, Chemical Management
• Recycling – Outside buildings
• Road & Parking Lot Maintenance
• Sanitation – Outside buildings
• Sculpture/Art – PM/Repair
• Snow Removal and Management
• Special Projects – Landscape
• Storm Abatement – Wind / Flood / Stream
• Street Sweeping
• Training – General
• Training – OSHA, Health & Safety
• Training – Storm-water
• Way Finding & Exterior Signage Upkeep, Replacement, Maintenance

Director of Facilities Resource Management (John Imperatore)

The Director of Facilities Resource Management reports directly to the Assistant Vice President for Facilities Planning, Construction & Operations, and generally is responsible for minor alterations of existing facilities to accommodate department requests; planning, design and construction of new buildings; energy management; utilization of information systems and planning for sustainability. More specifically, the Director’s responsibilities include:

• Asset Inventory
• Benchmarking
• Computer Support
The Director of Facilities Business Services reports directly to the Assistant Vice President for Facilities Planning, Construction & Operations, and generally provides business services support to the Office. More specifically, the Director’s responsibilities include:

- Budgeting
- Charge-back billing
Facilities Business Services will continue to manage the Kronos employee time keeping system. This system is used primarily by staff in Operations and Maintenance and Landscape Management. Staff in Business Services reports employee hours worked to the University’s Payroll Department, and provides regular reporting functions to division staff (e.g. compensatory and vacation time available).

**Accounting**
Management of receiving and accounts payable for staff in Facilities Operations and Landscape Management are crucial to effectively administering departmental and grand funding for regular and special projects. Staff in Facilities Business Services will continue to work directly with staff in the trades and other teams to ensure timely record-keeping, replenishment of supplies and materials, receiving, and invoice processing.

**OFFICE OF CONTRACT ADMINISTRATION & RISK MANAGEMENT**

**DIRECTOR OF CONTRACT ADMINISTRATION & RISK MANAGEMENT**

(Robert D’Augustine)
Under the supervision of the Vice President for Administration & Finance, the Director of Contract Administration and Risk Management provides support and advice to employees of the University who are developing contractual agreements involving the University and outside parties and oversees the University’s risk management activities. More specifically, the Director performs the following functions and responsibilities:

- Directs the drafting and development of contracts between the University and other parties.
- Reviews all contracts proposed for the University’s agreement for conformity to New Jersey law and for best contractual practices.
- Negotiates terms of contracts with principals and lawyers of other parties.
- Advises and provides direction to University administrators and faculty members regarding contractual matters.
- Administers the University’s insurance policies.
- Provides liaison between University personnel or claimants and the State’s Bureau of Risk Management.
- Provides liaison between University personnel, students or claimants and the University’s insurers.
- Reviews incident reports and activity reports to identify areas of unusual risk of injury or property loss or damage on the University campus and in University practices.
- Recommends changes in practice and proactive measures to reduce the risk of injury or property damage.
- Provides legal and regulatory reviews to assure University compliance.
- Develops policies and procedures to reduce the exposure to risk for the University and for its employees, students and visitors.
- Investigates incidents that may have or prospectively could create risk for the University.
- Performs other related duties as assigned.

OFFICE OF HUMAN RESOURCES

EXECUTIVE DIRECTOR OF HUMAN RESOURCES
(Marie Tiemann)

The Executive Director of Human Resources is a key member of the administration of Rowan University and reports to the Vice President for Administration & Finance. The position is highly
visible and provides responsible leadership with respect to human resources policies, procedures and programs and supervises a unit that provides a high level of customer service to the entire University community. Areas of responsibility include classification and compensation administration, staffing, staff performance evaluation, policy development and implementation, employee relations, staff and faculty orientation, benefits administration, and training and development programs. The Executive Director of Human Resources contributes to the University’s effort to achieve strong and effective collaboration throughout the institution in support of the University’s overall mission.

OFFICE OF HUMAN RESOURCES – ADMINISTRATIVE SERVICES
(Kathy Holloway)

Under the direction of the Executive Director of Human Resources, the director of Administrative Services for Human Resources is responsible for directing the administrative functions of the Office related to cost control and budget management; develop and maintain confidential file management and human resources records control; policy and procedure development, review, update, publication and compliance; compliance with visa requirements; support the University’s efforts to monitor requirements for ethics policy requirements; provide staff support for confidential investigation of complaints; and provide human resources partnerships with other functional areas of the University to insure that customer service is maintained at a high level.

OFFICE OF HUMAN RESOURCES - COMPENSATION & CLASSIFICATION
(Eileen Scott)

Under the direction of the Executive Director of Human Resources, the director of Classification & Compensation for Human Resources is responsible for managing the various state and University compensation and classification policies and contractual agreements; staffing functions for classified positions; office management of the human resources functionality of the BANNEW system; ensure accurate and timely processing of personnel transactions; maintain accurate local and state job titles and descriptions; manage the relationship with the unemployment compensation vendor; assist other functional areas of the University in the processing of and compensation for hiring, reclassifications and promotions; and assist in the development of a client oriented customer service function.

ASSOCIATE DIRECTOR OF PENSION & BENEFITS – HUMAN RESOURCES
(Vanetta Turner)

Under the direction of the Executive Director of Human Resources, the Associate Director of Pension & Benefits for Human Resources is responsible for managing the timely and accurate processing of federal, state and University administered pension and health benefits programs, leave programs, worker’s compensation and sick leave injury programs, tuition reimbursement and
OFFICE OF AFFIRMATIVE ACTION

DIRECTOR OF OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION/DIVERSITY
(Richard Williams)

The Director of the Office of Equal Employment Opportunity/Affirmative Action/Diversity reports on a day-to-day basis to the Vice President for Administration & Finance and on certain matters to the President of the University. He is responsible for leading and coordinating efforts toward maintaining a campus environment that is inclusive, pluralistic and free of discrimination. As chairperson of the President’s Committee on Persons with Disabilities, the Director is required to advise the President on all ADA issues as well as issues connected with the various construction and renovation projects that are currently underway or are in the University’s Master plan. In addition, the Director reports directly to the President with regard to assigned investigations regarding discrimination or harassment allegations and complaints, consistent with the requirements of current law, rule and regulation, both federal and state, as well as Board of Trustee policies. With respect to all other operational issues dealing with Affirmative Action/Equal opportunity, the Director reports to the Vice President for Administration & Finance.

More specifically, the Director is responsible for directing and overseeing an equal opportunity program for University faculty and staff and serves as the University’s Affirmative Action and ADA Compliance Officer for staff and faculty employment. The Director further is involved with organizational development and awareness efforts through campus-wide training and educational programs. With respect to employment of faculty and staff, the Director is required to sign off on all appointments to certify that the applicant pool was sufficiently diverse. Finally, the Director is responsible for filing any and all AA/EEO compliance reports to appropriate authorities.

OFFICE OF EMPLOYEE AND LABOR RELATIONS

DIRECTOR OF EMPLOYEE & LABOR RELATIONS
(Kenneth Kuerzi)

Reporting to the Vice President of Administration & Finance, the Director of Employee & Labor Relations represents the University in employee and labor relations matters for all bargaining
units, except AFT. The Director provides advice, support, guidance and direction to University administration, managers, supervisors, and employees on non-AFT employee and labor relations matters; processes employee grievance and disciplinary matters for all non-AFT bargaining units, more specifically:

- Directs all aspects of the University’s participation in the negotiations for the non-AFT State-wide bargaining unit agreements, takes the lead in local negotiations as needed.

- Acts as the University liaison with the Governor’s Office of Employee Relations on all matters pertaining to employee and labor relations for non-AFT units.

- Directs the contract administration of non-AFT State-wide negotiation unit agreements and contracts for the University, and advises if any University policies and procedures are at variance from State-wide agreements.

- Manages the dispute resolution program for non-AFT represented employees, including attempts to settle grievances, complaints and disciplinary actions, processing of non-AFT employee complaints and grievances, and when appropriate acts as the University Representative or Hearing Officer/Chair at grievance meetings and hearings.

- Meets with union majority representatives as needed on employee and labor relations matters.

- Assists as University Representative at hearings before arbitrators for grievance and disciplinary matters, at Office of Administrative Law hearings, and at hearings mandated by the Public Employment Relations Commission.

- Administers the employee discipline program.

**MANAGER - EMPLOYEE RELATIONS (Sam Raffa)**

Reporting directly to the Director of Employee & Labor Relations, the Manager – Employee Relations (a half-time position) evaluates and compiles personnel action material; interprets applicable laws, policy, rules and regulations; provides technical advice and counseling to peers, management, employees, and others; mediates problems that cannot be solved through other channels; is the principal liaison with the New Jersey Employee Advisory Service (EAS); and when appropriate acts as either a hearing officer or University Representative at grievances and or disciplinary meetings and hearings.

**UNIVERSITY BOOKSTORE**

**DIRECTOR OF UNIVERSITY BOOKSTORE (Eileen Morrow)**

Reporting to the Vice President for Administration & Finance, the Director of the University Bookstore manages a $6-million bookstore operation, which includes a staff of 15 full-time, 3 permanent part-time as well as other part-time and seasonal temps. She is primarily responsible for ordering textbook and other teaching/learning material for faculty and students and as the buyer for clothing, gifts and other merchandise for sale to the public in the retail portion of the business.
Areas of responsibility include:
Human Resources: the director hires, trains, and supervises bookstore staff, which includes the Assistant Director, Operations Supervisor, Computer Supervisor, Program Assistant in Textbooks, Head Clerk in Accounts Receivable, Principal Clerk in POS Data, and Clerks or Senior Clerks in Textbooks, Clothing, Cashiering, Accounts Payable, Gifts, Supplies, and Shipping and Receiving. Additional staff members include student, part-time, and seasonal temporary workers.

Merchandise selection: the director is one of four buyers who select all items for sale, working with salespeople in the store and at trade shows, and buying from catalogues. The director buys Rowan-imprinted clothing and gifts, which includes the university’s Service Award gifts, as well as everyday, seasonal, and Rowan-imprinted gifts. The Assistant Director buys new and used textbooks, school and office supplies, Class Rings, and Greek merchandise. The Operations Supervisor purchases academic regalia, general books, health & beauty aids, food, and beverages. The Computer Supervisor provides all computers and academic software. Each of the buyers also responds to customers’ Special Order requests for goods and services. The bookstore belongs to two national co-operative college store buying groups, for maximum cost-savings.

Customer Service: the director is committed to the store’s providing excellent customer service as the bookstore’s number-one priority. Customers are invited each semester to take a detailed survey, created by the National Association of College Stores (NACS), which measures the store’s success in the areas of service, textbooks, other products, store attributes, and several other factors. Services provided by the store include a complete range of payment options; phone cards; stamps; copyright permissions; departmental charges; next-day film developing; and special orders.

Budget Preparation and Financial Analysis: the director prepares the annual budget, and examines Banner data and Sequoia POS sales and inventory reports to monitor sales and expense activities. She also oversees all invoice payments approved by the buyers.

Inventory Management: the director meets with the buyers to review individual department’s inventory levels and she ensures that all interim and annual physical inventories are conducted. She advocates attention to inventory turnover, by focusing attention on stock/sales ratios, and other indicators.

Technology: the director works with Sequoia, the Point-of-Sale provider, and with the bookstore’s Computer Supervisor, to see that all cashiering, text management, website, and reporting modules and functions are updated as needed.

Sales and Store Promotions: the director creates sales and promotional events throughout the year; she coordinates advertising and visual merchandising efforts.

Professional Development: the director works with the National Association of College Stores (NACS), the Middle Atlantic College Stores Association (MACS), and the Council for the Advancement of Standards in Higher Education (CAS), where is on the Board of Directors. She also is a member of the university’s Bookstore Committee.

Special Events: the director oversees the planning and coordination of the buyers’ efforts that go into making special events successful. These events include: two back-to-school Rushes; football game sales; Homecoming sales; cap and gown distribution; Grad Fest; Freshmen Orientation parties and educational sessions on textbooks; Service Awards; Textbook Reservation Service; web orders; book signings; Buybacks; Secretaries’ Days Celebrations; bookstore donations to campus charitable events; and more.
ASSISTANT DIRECTOR OF UNIVERSITY BOOKSTORE (John Aderinto)

Reporting to the Director of the University Bookstore, The Assistant Director is primarily responsible for the operation of the Textbook Department. Textbook sales amount to approximately 70% of the store’s sales. In addition, the Assistant Director administers the Supplies Department, which involves selecting of vendors and ordering of supplies from the college store cooperative buying group and wholesalers; the Greek Department which includes the selection of vendor and ordering for 23 Greek organizations; assisting the Operations Supervisor with coordinating Bookstore activities involved with commencement and convocation; coordinating with the Camden bookstore through its leased management operator; and administering the textbook delivery program for off-campus locations. Finally, the Assistant Director, plans, organizes and supervises the operations of the University Bookstore in the absence of the Director.

Specific Responsibilities

• Supervise and coordinate faculty, administration and related materials for resale.
• Provide leadership to bookstore staff and student employees.
• Direct and supervise the use of space and equipment in the book department.
• Prepare regular performance reports and serve as advisor on budget development.
• Maintain textbook essential records and files.
• Assign and supervise the work of clerical staff and student workers.
• Recruit, train and supervise Book Rush part-time helpers.
• Assist in establishing and evaluating store policies.
• Aware of and adhere to the academic and financial objectives of the institution.
• Receive and disseminate information on book and related materials to the college community.
• Maintain accurate inventory of all materials on hand.
• Select vendors.
• Administer notification to faculty of textbook shortages, new editions, and price changes.
• Obtain copyright permission on the instructional materials to be duplicated.
• Recruit, train, schedule and evaluate book department staff.
• Maintain active professional liaison with other college stores both at the State and national levels.
• Administers the maintenance of publisher’s files, catalogues and data for faculty references.
• Coordinate and supervise billing for books and supplies departments.
• Administer distribution of textbook adoption forms and desk copy order forms per term.
• Administer used book buying program in Camden and in main Bookstore; which includes selecting date, wholesalers and operational procedures.
• Maintain active professional relationship with academic schools on the campus.
• Coordinate textbook requisition/service for the E.O.F. program off-campus locations and the Camden Bookstore.
• Prepare return request for books and supplies.
• Maintain accurate accounts of books returned for credit.
• Coordinate opening and closing of the Bookstore with the Operations Supervisor.

UNIVERSITY MAIL ROOM

52
SUPERVISOR OF UNIVERSITY MAIL ROOM (Richard Pustizzi)

The Supervisor of Mails, under the Director of the Vice President of Administration & Finance, is the Supervisor of the Mail Room employees and operations. The duties and responsibilities for the Supervisor of Mails are, but not limited to the following:

- Prepares schedules of employee work hours.
- Record employee times and prepares the appropriate documents for Payroll, Personnel, etc., and certifies for same.
- Initiates overtime work requests.
- Initiates requisitions for purchase, rental and repair of equipment and supplies and all other items necessary to run the Mail Room.
- Schedules and assigns specific tasks to the Mail Room employee.
- Controls balances on postage meters and postage accounts at US Post Office in Glassboro and Belmawr and initiates requests for postage funds.
- Know all US Postal regulations.
- Know all University Mail Room procedures.
- Understand the Mail Room equipment and maintain in good operating order.
- Prepare communications for Departments relative to Mail Room requirements and other information.
- Meet personally with Departments and individuals to promote a better understanding and cooperation.
- Insures the security of the Mail Room.
- Makes changes to procedures that will make operations more efficient.
- Takes any disciplinary action against employees that is justified and necessary.
- Perform any other duties required by the immediate Supervisor of the Supervisor of Mails.
- Sort mail, run machines, check bulk mail, service counter and fill in where needed.

APPENDIX B

DIVISION OF ADMINISTRATION & FINANCE
Listing of Full-time Personnel within the Division
(New Jersey State Titles)

OFFICE OF THE VICE PRESIDENT

Hale, Richard                         INTERIM VICE PRESIDENT
D'Augustine, Robert                   EXECUTIVE DIRECTOR
Carbonaro-Davey, Marguerite           MAN ADMINISTRATIVE ASSISTANT
Steele, Juanita                      MAN ADMINISTRATIVE ASSISTANT
Amoresano, Frank                      SPECIAL ASSISTANT

53
### OFFICE OF FISCAL AFFAIRS

#### Accounts Payable
- Lovegrove, James  
- Hill, Margaret Susan  
- Morris, Kevin A  
- Pippetti, Lucille  
- Salvatore, Jacqueline L.  
- Washington, Patricia  
  
  **ASSOCIATE DIRECTOR**  
  **TECHNICAL ASSIST 3**  
  **TECHNICAL ASSIST 3**  
  **SUPERVISOR OF ACCOUNTS**  
  **TECHNICAL ASSIST 3**  
  **TECHNICAL ASSIST 3**

#### Accounting Services
- Snyder, Richard  
- Camaioni, Diane R.  
- Corriveau, William H.  
- Foody, Alison  
- Hamilton, Edward  
- Hillman, Jayson  
- Paluch, Edyta  
  
  **ASSOCIATE DIRECTOR**  
  **PROF SERV SPEC4 ADMIN SERV**  
  **PROF SERV SPEC4 ADMIN SERV**  
  **PROF SERV SPEC3 ADMIN SERV**  
  **ACCOUNTANT 1**  
  **PROF SERV SPEC3 ADMIN SERV**  
  **PROGRAM ASSIST ADMIN SERV**

#### Budget
- McCall, Sally  
- Lombardo, Natalie  
- Lovell, Helen  
- McCall, Maria  
  
  **ASSOCIATE DIRECTOR**  
  **PROF SERV SPEC3 ADMIN SERV**  
  **SUPERVISOR OF ACCOUNTS**  
  **MANAGER**

#### Bursar
- Tartaglione, Philip  
- Anderson, Cynthia  
- Askin, Maryann  
- Baglio, John  
- Blow, Dennis  
- Cioffi, Joan  
- Dube, Bonnie Patricia  
  
  **BURSAR**  
  **SUPERVISOR OF ACCOUNTS**  
  **TECHNICIAN MAN INFO SYS**  
  **ADMINISTRATIVE ANALYST 1**  
  **ADMINISTRATIVE ANALYST 2**  
  **PRINCIPAL AUDIT ACCOUNT CL**  
  **PRINCIPAL AUDIT ACCOUNT CL**

#### Bursar (cont.)
- Elliott, Barbara A.  
- Gorman, Kitty  
- Holzer, Sidney  
- Jimenez, Nelcy Y.  
- Knight, Paula  
- Knox, Connie  
- Noon, Christine A  
- Wall, Judith  
  
  **SECRETARIAL ASST 3 NONSTENO**  
  **PROF SERV SPEC4 ADMIN SERV**  
  **ACCOUNTANT 1**  
  **SENIOR CLERK**  
  **TECH ASST 1 HIGHER ED**  
  **INVESTIGATOR STUDENT LOANS**  
  **PROF SERV SPEC4 ADMIN SERV**  
  **PROGRAM ASSIST ADMIN SERV**

#### Controller
- Scully, Joseph F.  
- McCloy, Mary E.  
  
  **ASSOCIATE VICE PRESIDENT**  
  **SECRETARIAL ASSIST 1**
Payroll
Milligan, Carolyn       DIRECTOR
Carpenter, Arlene      ASSIST SUPER 4 ADMIN SERV
Sponheimer, Gina Marie     CLERK
Turner, Migdalia      PAYROLL CLERK
Miraglia, Barbara     CLERK
Pino, Catherine A

Purchasing
Duke, Harold K.       PURCHASING AGENT
Jurgaitis, Rose       TECH ASST 2 PURCHASING
Rand, Jo Ann          SENIOR CLERK TYPIST
Zorzi, Mark Thomas    PROF SERV SPEC3 ADMIN SERV

OFFICE OF FACILITIES PLANNING, CONSTRUCTION &
OPERATIONS

Operations/Administrative
Brewer, Glenn          DIRECTOR
Barghorn, Joyce M      SENIOR CLERK TYPIST
Bayard, Jacquelynn    ASSIST SUPER 1  FACILITIES
Brisbane, James Otis   ASSIST SUPER 4  FACILITIES
Coles, Deborah        CREW SUPER BLDG MAINT WRKR
Elder, Kenneth        ASSIST SUPER 1  FACILITIES
Fulbrook, Evelyn      SECRETARIAL ASST 3 NONSTENO
Jordan, Carolyn       PRINC CLERK TYPIST
Key, Thomas T         TECHNICAL ASSIST 3
Kuhlen, John          DIRECTOR
Lewis, Adrian D        ASST HOUSEKEEPING SUPER 2
Roberts, Christine    HEAD CLERK
Schultz, Peter        ASSIST SUPER 4  FACILITIES
Showers, Mark         ASSOC SUPER 2 FACILITIES
Thompson, Edward James DIRECTOR FACIL LANDSCAPE MAN
Zaruba, John Allen    PROF SERV SPEC2 FACILITIES

Operations/Central Receiving/Storeroom
Davis, William         PRINCIPAL CLERK
Giedosh, Jamie         SENIOR STOCK CLERK
Key, Ronald            STOREKEEPER 1
Powell, Paul           STOREKEEPER 1
Locantora, Danny M.    STOCK CLERK

Operations/Custodial
Adekunle, Abiodun Benjamin CREW SUPER BLDG MAINT WRKR
Alicea, Jennye         CREW SUPER BLDG MAINT WRKR
Aponte Rios, Betzaida  SENIOR BLDG MAINT WORKER
Bayley, Lloyd Eric     SENIOR BLDG MAINT WORKER
Bates, Sheila Jackson  SENIOR BLDG MAINT WORKER
Bluford, Deborah Ann
Bullen, Charlene
Chavis, Nelia C.
Clements, Rita
Colangelo, George F.
Dodge, Cordell D.
Fowler, John Churchill
Fullard, Carl Derrick
Geurds, Christopher H
Hasher, Michael R.
Hawkins, Tammie L.
Hazzard, David Lee
Hernandez, Maryann A
Jerdan, Edward Stuart
Knight, Susan H.
Lewis, Kyshia Nichole
Lockbaum, Ruth V.
Lopez, Craig B
Marciant, Maria G.
Marshman, Destiny J.
McBride, Michael J.
Morales, Marta
Myers, Christina
Redman, Leslie L.
Reyes, Geraldine L.
Rios Andaluz, Zoraida
Rowland, Nichole A
Sharp, Brian Matthew
Sok, Pech
Spollone, Ellamaize
Stecher, Evelyn L.
Walford, Gladys
Walter, Edward P

Operations/Custodial (cont.)
Warner, Joanne
White, Charles
Williams, Annell
Williams, Calvin B.

Operations/Grounds
Almanza, Jose C.
Arrington, Vernon Lamont
Baker, George
Berry, Roger N
Buchanan, David S.

Operations/Custodial
Bluford, Deborah Ann SENIOR BLDG MAINT WORKER
Bullen, Charlene SENIOR BLDG MAINT WORKER
Chavis, Nelia C. SENIOR BLDG MAINT WORKER
Clements, Rita SENIOR BLDG MAINT WORKER
Colangelo, George F. SENIOR BLDG MAINT WORKER
Dodge, Cordell D. SENIOR BLDG MAINT WORKER
Fowler, John Churchill SENIOR BLDG MAINT WORKER
Fullard, Carl Derrick CREW SUPER BLDG MAINT WRKR
Geurds, Christopher H SENIOR BLDG MAINT WORKER
Hasher, Michael R. SENIOR BLDG MAINT WORKER
Hawkins, Tammie L. SENIOR BLDG MAINT WORKER
Hazzard, David Lee SENIOR BLDG MAINT WORKER
Hernandez, Maryann A SENIOR BLDG MAINT WORKER
Jerdan, Edward Stuart SENIOR BLDG MAINT WORKER
Knight, Susan H. SENIOR BLDG MAINT WORKER
Lewis, Kyshia Nichole SENIOR BLDG MAINT WORKER
Lockbaum, Ruth V. SENIOR BLDG MAINT WORKER
Lopez, Craig B SENIOR BLDG MAINT WORKER
Marciant, Maria G. SENIOR BLDG MAINT WORKER
Marshman, Destiny J. SENIOR BLDG MAINT WORKER
McBride, Michael J. SENIOR BLDG MAINT WORKER
Morales, Marta SENIOR BLDG MAINT WORKER
Myers, Christina SENIOR BLDG MAINT WORKER
Redman, Leslie L. SENIOR BLDG MAINT WORKER
Reyes, Geraldine L. SENIOR BLDG MAINT WORKER
Rios Andaluz, Zoraida SENIOR BLDG MAINT WORKER
Rowland, Nichole A SENIOR BLDG MAINT WORKER
Sharp, Brian Matthew SENIOR BLDG MAINT WORKER
Sok, Pech SENIOR BLDG MAINT WORKER
Spollone, Ellamaize SENIOR BLDG MAINT WORKER
Stecher, Evelyn L. SENIOR BLDG MAINT WORKER
Walford, Gladys SENIOR BLDG MAINT WORKER
Walter, Edward P SENIOR BLDG MAINT WORKER

Operations/Custodial (cont.)
Warner, Joanne SENIOR BLDG MAINT WORKER
White, Charles SENIOR BLDG MAINT WORKER
Williams, Annell SENIOR BLDG MAINT WORKER
Williams, Calvin B. SENIOR BLDG MAINT WORKER

Operations/Grounds
Almanza, Jose C. SENIOR GROUNDSKEEPER
Arrington, Vernon Lamont GROUNDS WORKER
Baker, George GROUNDS WORKER
Berry, Roger N EQUIPMENT OPERATOR
Buchanan, David S. TRUCK DRIVER
Cancel Pabon, Pablo Efrain  
Cancel, Luis A.  
Coleman, Theodore  
Coles, David  
Deschler, James F  
Foote, Richard A.  
Giordano, Joseph F  
Harris, Morris E  
Hayes, Kirk P.  
Lockbaum, Matthew Douglas  
Mangana-Jacobo, Roberto  
McArdle, Ryan J  
McBride, Christopher  
Moore, James T.  
Plitowski, Frank  
Redondo, Rodolfo  
Reuter, Laurene R  
Sheppard, Robert Paul

**Operations/Heating Plant**

Capps, Thomas  
Clark, Clifford  
Grace, Samuel  
Harrison, Jule L  
Noll, Frank

**Operations/Trades**

Askin, Farnum M.  
Aveni, Paul  
Breder, John  
Chambers, Lester  
Cibo, Raymond  
Conley, Keith B.

**Operations/Trades (cont.)**

Daisey, David  
Davis, Billy  
Deschler, Chris  
DiMarco, Louis Anthony  
Dudley, John  
Farrar, Guy V.  
Foley, Stephen  
Gamba, William  
Garemore, Frank  
Gatto, John Walter  
Glenn, Douglas  
Hawk, Ronald  
Hoban, James

GROUND WORKER  
EQUIPMENT OPERATOR  
GROUND WORKER  
EQUIPMENT OPERATOR  
MECHANIC NON-AUTOMOTIVE  
ASST SUPER OF LANDSCAPE MAINT  
SENIOR GROUNDSKEEPER  
GROUND WORKER  
LANDSCAPE TECHNICIAN  
SENIOR GROUNDSKEEPER  
GROUND WORKER  
GROUND WORKER  
LANDSCAPE TECHNICIAN  
LANDSCAPE TECHNICIAN  
LANDSCAPE TECHNICIAN  
GROUND WORKER  
OPER ENG HEAT & AIR COND  
OPER ENG HEAT & AIR COND  
OPER ENG HEAT & AIR COND  
OPER ENG HEAT & AIR COND  
CHIEF OPER ENG 1  
CARPENTER  
CREW SUPER MECHANICS  
CREW SUPER PLUMBER/STEAMFIT  
REPAIRER  
ELECTRICIAN  
SENIOR REPAIRER  
LUMBER & STEAMFITTER  
PAINTER  
SENIOR REPAIRER  
ELECTRICIAN  
CARPENTER  
SENIOR REPAIRER  
MECHANICAL EQUIP SPEC  
PLUMBER & STEAMFITTER  
CREW SUPER BLDG MAINT PRO  
ELECTRICIAN  
ELECTRICIAN  
CARPENTER  
ASSIST SUPER 4 FACILITIES
Kandic, Ranko Damjan  MECHANICAL EQUIP SPEC
Korang, David  MECHANICAL EQUIP SPEC
Krasowski, Michael J.  ELECTRICIAN
Lafferty, Charles  MECHANICAL EQUIP SPEC
Latif, Ahmed CH  SENIOR REPAIRER
Lawall, John J.  SENIOR REPAIRER
Lewis, Glenn M.  SENIOR REPAIRER
Long, Alfred B.  LOCKSMITH
Manzoni, Frank  PAINTER
Mazzeo, Barrington  SENIOR REPAIRER
McCaughan, Neil  SENIOR REPAIRER
McGirt, Michael  LOCKSMITH
McGrail, Michael T.  MASON & PLASTERER
Messina, Nicholas S  CREW SUPER ELECTRICIANS
Metzger, Joseph D.  CARPENTER
Muff, Robert  REPAIRER
Muff, Shawn  REPAIRER
Patterson, John R.  MECHANICAL EQUIP SPEC
Pierman, Samuel  ELECTRICIAN
Pierman, Scott R.  PLUMBER & STEAMFITTER
Savidge, Leonard T  PAINTER
Scully, John  PLUMBER & STEAMFITTER
Siugzda, David  CREW SUPER BLDG MAINT PRO
Sokorai, George W.  REPAIRER
Veacock, Gary S  REPAIRER
White, John C  MECHANIC NON-AUTOMOTIVE
Yates, George

Facilities Planning
Orlins, Joseph J.  ACTING ASST. VP FOR FACILITIES
Acciani, Mary O  ACTING DIRECTOR
Bergamo, Joseph  CONSTRUCTION MAN SPEC 2
Freshcoln, Christine  CONSTRUCTION MAN SPEC 2
Iaconelli, Blase J.  CONSTRUCTION MAN SPEC 2
Imperatore, John  DIRECTOR
Kozak, Andrew  ASSOC SUPER 2 ADMIN SERV

Facilities Planning (cont.)
Kula, Anthony  ASSIST SUPER 4 FACILITIES
Lopez, Lydia R.  SECRETARIAL ASST 1 NONSTENO
McCcalley, Andrew  CONSTRUCTION MAN SPEC 3
Morro, Lori A.  SECRETARIAL ASST 3 NONSTENO
Muldoon, Kevin Michael  CONSTRUCTION MAN SPEC 2
Raively, Richard  ASSIST SUPER 3 ADMIN SERV

OFFICE OF HUMAN RESOURCES

Tiemann, Marie Kathryn  EXECUTIVE DIRECTOR
Baumgartner, Regina M  SENIOR CLERK TYPIST
Cozzone, Stephanie C.  ASSIST SUPER 2 ADMIN SERV
Holloway, Kathy      ASSOCIATE DIRECTOR
Kudla, Joy A       CLERK
Mateo, Lesley J      PROF SERV SPEC3 ADMIN SERV
Scott, Eileen R.      ASSOCIATE DIRECTOR
Senula, Rosa Lia      PROF SERV SPEC4 ADMIN SERV
Smiley, Janine      ASSIST SUPER 3 ADMIN SERV
Toth, Jillian L.      PROGRAM ASSIST ADMIN SERV
Turner, David P.      SENIOR CLERK TYPIST
Turner, Vanetta      ASSOCIATE DIRECTOR
Wilbur, Catherine      ASSOCIATE DIRECTOR
Williams, Richard      DIRECTOR, EEO/AA/DIVERSITY

OFFICE OF EMPLOYEE AND LABOR RELATIONS

Kuerzi, Kenneth L.      DIRECTOR
Raffa, Samuel S.      MANAGER

UNIVERSITY BOOKSTORE

Morrow, Eileen M.      DIRECTOR
Aderinto, John A.      ASSISTANT DIRECTOR 1
Beaulieu, Pauline      SENIOR CLERK
Convery, Barbara      HEAD CLERK
Donnelly, Donna Jean      PROF SERV SPEC4 ADMIN SERV
Feflie, Joann M      CLERK
Ferringo, Larry      SENIOR CLERK
George, James K.      PRINCIPAL CLERK
Kensil, June      SENIOR CLERK
Kohn, Colleen      CLERK
Litka, Joseph Daniel      CLERK
Maslanik, LuAnn      SENIOR CLERK
McSherry, Karen Ann      CLERK
Roberto, Rosemary G      STOCK CLERK
Sabatini, Terri L.      PROF SERV SPEC4 ADMIN SERV
Tyree, Daniel W

UNIVERSITY MAIL ROOM

Pustizzi, Richard      SUPERVISOR OF POSTAL SERV
Bumpus, Robert S      SENIOR MAIL CLERK
Butcher, Janeen R      PRINCIPAL POSTAL CLERK
Mummert, Christopher M.      PRINCIPAL MAIL CLERK
Radano, Albert A.      SENIOR MAIL CLERK
Watson, Darryl L.      SENIOR MAIL CLERK