



INSTITUTIONAL PLANNING  
AND OPERATIONS

A horizontal band of watercolor-style paint splashes in shades of blue, green, yellow, orange, and red, spanning the width of the page.

INSTITUTIONAL  
**SYNERGY**

2023 ANNUAL REPORT

SUPPORTING TODAY, ENVISIONING TOMORROW.

About the Theme and Cover

The theme of Synergy exemplifies how the groups within IP&O collaborate seamlessly in their pursuit of divisional objectives. The blending of watercolors symbolizes the harmonious integration of their skills and personalities, fostering new solutions.

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Return to Normal

Rutgers is back. Our campuses are alive with activity, and thriving student life is evident everywhere. The Housing occupancy rate is 94% this academic year. In New Brunswick alone, it is an astounding 97%. IP&O's popular Faculty and Staff Short-term Housing program added eight units during FY23 for a total of 60 units. The program boasts a 97% occupancy rate.

Our campus bus system transports about 55,000 passengers daily. Our transportation expertise was tapped by the State of New Jersey's Economic Development Office in FY23 to begin a program to transport people living in and around Newark to the city's vital Arts District.

In FY23, Brower Commons, a 60-year-old dining hall closed. IP&O completed the new Atrium dining hall, which opened for the new academic year. This comfortable, bright space is serving 20,000 to 22,000 meals per week, up from 10,000 per week in Brower.

The greens at the Rutgers Golf Course are in top condition, and it shows: Visitors to the driving range increased 61% over last fiscal year, and a total of 35,381 rounds were played in FY23.

Rutgers is clearly back in full swing! FY23 laid the ground work for this moment: a return to normal.

A Year of Innovation, Teamwork, and Fine-Tuning

In an organization as large as Rutgers, and a division as varied as IP&O, the requests we receive range from very routine to the highly unusual and intricate. Sometimes a quick fix is deployed until a permanent fix can be made. A novel request may require the assembly of a team from our differing disciplines. Challenges come in all sizes. Ultimately, innovation and teamwork drive successful outcomes.

The Groups of Institutional Planning and Operations



## Innovating for Students, Global and Community Partnerships, and Better Clinical Care

A university is where lifelong dreams begin to take shape. Prospective students want innovative, functional spaces where they can create. We want Rutgers to be the place where students find those spaces and start fulfilling their dreams. Since 1989, the Rutgers Formula Racing team, a point of pride for the Rutgers School of Engineering, has had to “find” space on campus to build their experimental race cars.

The spaces the club used to build their cars were not very functional and the students’ work went unseen by many. That all changed in FY23 with the opening of the Nicholas Engineering Student Projects Studio which is an innovative student space—a “little jewel” on the Busch Campus. It serves two School of Engineering student clubs, the Rutgers Formula Racing team and Solar Car team.

Each club has its own workspace. The diamond polished concrete floors throughout allow for easy cleanup, and there is space for welding, a machine tool room, enhanced ventilation, and collaboration. A torrent of natural light pours into the floor to ceiling windows, and it is also the first net zero building for the university—a jewel indeed. Read more about the project [here](#).



The Bruce and Phyllis Nicholas Engineering Student Project Studio – Busch Campus.

## Improving Student Services

Improving student services is key to the student experience and also helps with recruitment when we can offer innovative, comfortable, and functional spaces that improve student life.

- A new Micro Biology Teaching Lab for the students in the School of Arts and Science Newark was completed in FY23. This modern lab features a full annotated 85" display that allows professors to highlight important aspects of current assignments for all to view.
- In the fall of 2022 Rutgers University–Newark opened a new office of Undergraduate Admissions located directly across the street from the Golden Dome. This high-profile spot allows easy access from all parking decks for prospective students as well as being highly visible to Rutgers University–Newark and the Newark community.
- In FY23 Brower Commons was closed after serving as a dining hall for over 60 years. Construction began on a modern, bright, comfortable spot in the College Avenue Student Center, called the Atrium (pictured left). The new facility opened on time for the fall academic year and has been a big success.
- In the spring of 2023, the Piazza at Honors Living and Learning College on the Newark Campus was completed. This relaxing environment provides shade in the summer and heated seats for the colder seasons. An ideal outside gathering spot for students, staff, faculty, and the community. The Piazza can also be reserved for special events.



The Atrium – College Avenue Campus.

- For a student, receiving mail and packages should be quick and easy and available at any hour. In 2012, Rutgers became the first university in the US to employ automated lockers for student mail and package delivery. Our system was so modern that we had colleagues from neighboring Penn State visit to evaluate our mail lockers, and they marveled at the technology. Now, more than ten years later, with technology ever-changing and our outdoor lockers, in particular, subject to the impact of weather, we have purchased new lockers.

Mail Services has embarked on a three-stage plan to replace all student mail lockers in New Brunswick and Newark. Stage one started in FY23. It included the installation of ten locker banks at both the Busch Campus Center and Tillett Hall (Livingston). Stage two will commence in FY24 and include 12 locker banks located at the PAL Building (Cook/Douglass), the Douglass Post Office (Cook/Douglass) and The Yard (College Ave). Seven locker banks in Newark will also be completed in FY24. Upon its completion, the entire project will replace 40 locker banks comprised of 3,700 individual lockers on the New Brunswick and Newark Campuses.

There have been many innovations in locker construction and software applications. Through a simpler processing interface, employees can move mail and packages more efficiently into the lockers, making items available to the students sooner. Students will quickly notice the streamlined process to claim their mail at the lockers using pin numbers or QR codes. In addition to the email notification system, a text message notification system will be introduced in late 2023, and a mobile app will follow in 2024.



Piazza at Honors Living and Learning College – Newark Campus



## Behavioral Health Treatment — Creating What Has Been Missing

Through the generosity of the benefactor Marlene Brandt, a new non-institutional behavioral health treatment facility is now located on the Cook/Douglass Campus.



A novel residence and clinical treatment center on the Cook/Douglass Campus.

The Brandt Behavioral Health Treatment Center and Residence will occupy two new buildings that provide residence and clinical treatment for up to 16 patients, as well as a comprehensive array of coordinated outpatient services for young people and their families.

Annually, the facilities can serve 220 residential patients and about 1,500 outpatients. Currently no New Jersey facility offers treatment that is both exclusively for adolescents and young adults and backed by an academic health leader like Rutgers University Behavioral Health Care.

With access to both the Graduate School of Professional and Applied Psychology at Rutgers University, as well as University Behavioral Health Care, patients and their families will have access to the finest behavioral healthcare available. This first-of-its-kind facility in New Jersey will be an exceptional resource for families in need of treatment for their loved ones. The ability for Rutgers' health care to reach out to the community through this facility will be vital step towards improving mental health on a broad scale.

University Behavioral Health Care will employ a comprehensive interdisciplinary approach combining resources from departments of psychiatry at Rutgers' two medical schools, professional and graduate schools, and research labs.

Construction was 70 percent complete at the close of FY23. Substantial completion will be in the fall of 2023 and treatment will begin in spring 2024.

## An Innovative Approach to Renovating Chandler Health

The Eric B. Chandler Health Center (EBCHC) is a community health center in New Brunswick, which was overdue for a facelift. A grant was secured to make this possible, and the work was largely conducted in FY23.

The EBCHC is a busy place, and there was no ability to shut down the space for renovations. EBCHC does not have space elsewhere to redirect its patient population, therefore EBCHC had to carefully schedule patients within its operating clinics while renovation work was ongoing.

The work had to be scheduled in three phases, while the clinics were operational, making this an incredibly challenging endeavor. With a great IP&O team, however, along with a very cooperative and patient EBCHC staff, this project was a success.

The scope included the replacement of interior finishes, casework, plumbing fixtures, and lighting fixtures. It also included the purchase of new, up-to-date furniture.



Chandler Health Center – New Brunswick.

## Bringing Our Expertise to South Africa

A pilot program is underway in the Bundu farming community in South Africa on seed farming under solar arrays, and expertise from Rutgers will play a part in the pilot. The pilot falls under the Mandela-Washington Fellowship Exchange.

Founded in 2014, the Fellowship Exchange has sent some 5,800 young adults from sub-Saharan Africa to the United States, including to Rutgers. It provides U.S. professionals with the opportunity to engage in collaborative projects with Fellowship Alumni in Sub-Saharan Africa, building upon strategic partnerships and professional connections developed during the Fellowship. It encourages U.S. experts and leaders to collaborate with African Fellows on critical issues, such as promoting peace, stability, and economic prosperity, while contributing to U.S. public diplomacy efforts and strengthening mutual understanding between the United States and Africa.

The program at Rutgers is facilitated by Johanna Bernstein, Assistant Dean for Global Programs, and Kevin Lyons, Associate Professor, Rutgers Business School. IP&O's Michael Kornitas, Director of Sustainability and Energy has given presentations and tours when these groups visit Rutgers.

In FY23, Kornitas was asked to work with a Mandela-Washington Fellow from South Africa through the Mandela-Washington Reciprocal Exchange. The fellow's objective is to bring Agrivoltaics to the Bundu farming community in South Africa.

In late March, Kornitas conducted two virtual workshops on solar arrays for the South African local farming community members. The same week, Dr. James Simon, Distinguished Professor Plant Biology-Rutgers school of Biomedical and Environmental Sciences presented on seed farming under the solar arrays.

The aging electric grid in South Africa cannot handle the electric demand. As a result, the government is encouraging the use of renewables to supplement the grid. In fact, Kornitas said the demand on the grid is so severe that rolling blackouts are common.

In his presentation, Kornitas discussed the differences between renewable and non-renewable energy and the basics of solar and how to implement it over farmland. Thus, crops can grow while creating renewable power.

Agrivoltaics research is going on all over the world, including at Rutgers, to determine which crops grow best under solar arrays. Leafy greens seem to do very well, and in the case of the South African community, the crops can grow while the solar arrays fuel the wells for watering the crops along with powering lighting and appliances in the farmers' dwellings.

Crops grown under the solar arrays will feed the local community and provide revenue to the impoverished area.



Crops grow while solar arrays create energy.

## Climate Goals in Action

Among other renewable initiatives in FY23 was the start of the Solar Canopy project which will be completed in late 2023. This is the first major sustainability initiative to roll out since University President Jonathan Holloway announced the university's commitment to a Climate Action Plan. The solar energy produced is expected to save the university about \$1 million annually. Under a Power Purchase Agreement (PPA) Rutgers is not expending its own funds, while benefiting from low-cost electricity for the next 15 years. The canopies are being installed in 16 locations and will produce about 14.5 megawatts of power. [Read more here and watch the video.](#)

Our Director of Sustainability and Energy is an active participant in these sustainability groups:

- Office of Climate Action – Co-Chair Building and Energy Subcommittee
- Governor's Clean Building Working Group – Member
- Bloustein School, Center for Green Building – Research Associate
- Association for the Advancement of Sustainability in Higher Education – Advisory Council Member
- Big 10 and Friends Sustainability Group – Member
- University Climate Change Coalition – Second Nature – Rutgers Representative
- New Jersey Higher Education Partnership for Sustainability



The solar canopy project neared completion in FY23.

## Averting a Fishkill

As stewards of Rutgers Campuses and all of its off-campus extensions, challenges arise that may seem a bit out of the norm, but given that our facilities include a campground, aquaculture and marine biology centers, agricultural experimental stations, and so much more, we expect the unexpected and address it accordingly.



Restoring oxygen levels to a research pond averted a fishkill.

This was the case during summer 2022 when an irrigation pond critical to research at Rutgers Plant Science Research and Extension Farm in Adelphia, NJ suffered a choking algae bloom. Nothing more clearly defines innovation and teamwork than this urgent project.

Little rain fall and a hot summer led to a major algae bloom in the pond, which was cutting off oxygen to its many fish species and turtles. As the situation worsened there was fear of a major fishkill. A fishkill such as this could have led to a reported violation to NJ Fish and Wildlife, a possible fine, and certainly bad publicity.

IP&O teams from Planning, Development, and Design; Utilities; and even our Greens Superintendent for the Rutgers Golf Course worked to restore the pond to health. A testament to our ingenuity and teamwork. Read the full story [here](#).

## HELIX: Innovating Today for Tomorrow

Nothing reflects more on innovation and teamwork than the New Jersey Health and Life Exchange (HELIX) project. Located in New Brunswick, the largest component in the 545,000 square foot building will be Rutgers Translational Research.

The New Jersey Health and Life Sciences Exchange, HELIX, is a significant three-building redevelopment in downtown New Brunswick, the historic heart of Rutgers University. Construction was underway in FY23 on the first building, H-1. Rutgers will occupy about 450,000 GSF, an astounding 80 percent of the space in the building. Adjacent to the city's healthcare district which houses three hospitals, the state's only NCI-designated comprehensive cancer center, and numerous outpatient medical buildings, and with nearby connections to an Amtrak/NJTransit train station, the HELIX will be New Jersey's premier ecosystem for research innovation, commercialization, and education.

The project will dramatically enhance medical education, research, and collaborative innovation at the university while cultivating research partnerships in New Jersey.

The project has unwavering support from the state and will clearly bolster the state's innovation economy.



Rendering of New Jersey Health and Life Exchange (HELIX) Project.





## Emergency Communications – Innovation and Teamwork

Community and area partnerships that foster teamwork are not foreign to IP&O. The university community and all it has to offer act as arterial pathways through our surrounding communities.

Over the past decade, Public Safety has built a highly accredited communications center that handles all 911 calls from all our campuses in one centralized location.

In 2018, Public Safety entered into an agreement with the City of New Brunswick to handle the city's Fire and Police 911 calls from our New Brunswick headquarters. The arrangement has been highly successful.

In FY23, the City of New Brunswick re-signed the agreement, and we have added Metuchen, Middlesex College, and Highland Park. This arrangement reduces costs for all these entities, but it also allows for critical information sharing.

Historically there have been no master indices of the types of crimes committed in and around our communities. This centralized communications center allows us to capture crucial data to protect victims, find perpetrators, and solve crimes.

There are also economic advantages to this arrangement. In addition to the fees we receive from these law enforcement partners, our Public Safety group can defray some of its associated additional costs through grants. These grants are not always available to the agencies that partner with us due to their size. If an agency is too small, such as Highland Park, they may not meet the criterion outlined in a grant. This arrangement is the ideal solution. It also allows for easier integration of new technology.

Next Gen 911, a digital internet protocol system, will soon replace analog 911 that has been in place for decades. The ability to make this change in one location benefits our partner agencies.

Finally, in FY23, Public Safety also established a redundant command center at 33 Knightsbridge Road. Should an interruption in service occur at University Public Safety headquarters there will be no downtime.



Public Safety Telecommunicator Stephen Russo manning the Command Station – New Brunswick.

## REHS – Creating New Alliances

Rutgers Environmental Health and Safety has deep connections within the university and surrounding communities. Its Radiation Safety Group has pockets of shared interest within academia, pharma, manufacturing, nuclear power, as well as government agencies and national labs, each with their unique challenges and areas of focus. Missing, however, was a more vigorous relationship with our Big Ten peers. Our radiation Safety Officer reached out and proposed a Radiation Safety Big Ten Alliance group. The first meeting went exceptionally well and future meetings will occur quarterly.

In another FY23 alliance, REHS began expanding and fine-tuning its partnerships with various academic programs and schools throughout the university to engage with students in STEM related fields to provide applied practice and career discovery opportunities. Working with departmental subject matter experts in the EHS professions, students are provided experiences via projects, assignments, skill building, and mentoring on available STEM adjacent interactions.

Over the years, REHS has provided applied practice experience (APE) opportunities for School of Public Health students, and applied field experiences for undergraduates at SEBS and Bloustein.

In FY23 REHS expanded its collaboration to increase career experience and development opportunities for undergraduate students, graduate students, and post-docs in the life sciences exploring Biological Safety as a career.

REHS is also working with Rutgers University–Newark Department of Earth and Environmental Sciences to help students gain non-classroom experience that directly applies to their career interests and bolsters their resumes and marketability.

## Other FY23 REHS Activities

Partnering with our neighboring towns and preparing for emergencies is ongoing for REHS and with good reason. Among its preparedness training efforts during FY23, REHS participated in a full-scale operational drill with the Middlesex County Medical Reserve Corps (MRC). This drill practiced setting up and operating a Radiological Community Reception Center (RCRC). The role of the RCRC is to scan (monitor) the hundreds to tens of thousands “worried well” in the event of a nuclear/radioactive accident or terrorist attack.

Rutgers–Newark 40 Hour Hazardous Waste Operations and Emergency Response class (HAZWOPER) is valued added training for students in the Earth and Environmental Science Department at Rutgers University–Newark as an alternate Spring Break activity. The program was held the week of March 15. It provides black, indigenous, people of color, and women students—all underrepresented in the environmental health and safety field—an opportunity to receive a certificate that would satisfy one of the hurdles required for co-op, internship, and/or initial job placement, at no cost to the student. The program is taught by subject matter experts from REHS, Rutgers Office of Emergency Management, and Rutgers Environmental Services.

The HAZWOPER course featured presentations and training by professional staff who are subject matter experts in their respective fields. It featured career opportunity representatives from OSHA, PEOSH, and the FBI. We partnered with the New Jersey American Society of Safety Professionals (NJASSP) and hosted a social event to connect the students to professionals and common interest groups.

REHS is a primary contributor in the Rutgers Health Service Corps, building upon the successes and lessons learned during our response to COVID. In FY23, REHS tackled many of the core subjects for our student corps

members regarding safety and emergency preparedness, including learning objectives, modules, and exercises as a pathway for corps members to immerse themselves as part of the overall Inter-professional Education (IPE) at RBHS and eventually throughout the Rutgers University community.

The inaugural Rutgers Health Service Corps PHOENIX high school summer program (16 students) was a great success. Chancellor Brian Strom will be announcing the official start of the Rutgers Health Service Corps for the fall 2023 and enrolling the first cohorts of students (graduate and undergraduate) into the corps.

REHS has been working with NJMS, Regional Biocontainment Laboratory, Dr. David Alland, Rutgers infectious disease expert, and Facilities Project Services to secure grant funding for facilities and systems upgrades to the lab. The lab conducts biomedical research on infectious diseases, including infectious disease outbreaks and assists in maintaining function at Biosafety Level 3 (BSL-3) to address biodefense, emerging infectious diseases, and pandemic preparedness in line with National Institute of Allergy and Infectious Diseases (NIAID) research priorities.

Support is provided for facility management, maintenance, and operation, as well as biocontainment specific-training for personnel working in the BSL-3 space and associated building systems. REHS provided the Regional Biocontainment Laboratory G20 Grant support to get supplemental NIH funding in order to bring the old facility into compliance with elevated CDC Commissioning Standards, biosecurity improvements, full BMS Upgrade, upgraded HVAC equipment for greater resilience and redundancy, new IT to support digitally ventilated animal colony racks, and other new scientific research equipment.



## University Tobacco-Free Initiative

In conjunction with Rutgers Institute of Nicotine and Tobacco Studies, IP&O's Communications group rolled out a tobacco-free campaign aimed at tobacco cessation for faculty and students. The decision to go tobacco-free by January 1, 2023, was announced in June 2022 and in FY23 the campaign began. The email campaign featured provocative and informative photos and graphics and linked to [videos](#) with Rutgers experts discussing the various diseases caused by tobacco and nicotine delivery systems and information on ways to quit these products.

The campaign focused on the Institute's work highlighting their evidence-based techniques to wean people from tobacco and nicotine replacement products.

It then focused on Rutgers' elite medical professionals and top oral cancer experts at the Rutgers School of Dental Medicine, as well as experts in the Rutgers School of Public Health.

The campaign not only provided essential information for quitting tobacco products, but also a window into Rutgers research and treatment techniques for those afflicted with oral diseases associated with tobacco use.

Video interviews were edited into one to five minute segments so that the information could be presented in highly digestible bytes and categorized so that the visitor to the website can hone in quickly on a desired topic.



Beginning in May 2022, IP&O's Communications Group began disseminating messaging to the university community about Rutgers Smoke-Free initiative.

## Fine-Tuning

While many of our projects are large and very visible, there is a lot going on behind the scenes to support the Rutgers Community.

- Our Camden employees saw improvements in their work spaces as well with the opening of the newly renovated Camden Administrative Building. The 40,000 square foot building now houses the Camden division of the Rutgers Police Department, Human Resources, Business Services, Events, Finance, and Information Technology. The Camden Prosecutor's office previously occupied the building. It is being renovated in three phases. Phase I, encompassing the second and third floor renovations, and Phase II, encompassing the first floor and basement renovations, were completed in FY23. Phase III will be completed in FY24 and includes exterior upgrades, an accessibility ramp, and training space for RUPD.
- Planning, Development, and Design's Geographic Information Systems team made major enhancements to the Real Estate Data dashboard in FY23. These enhancements make it easier to find and sort Rutgers properties throughout the state. Before these enhancements, reports and summaries were done manually, requiring technicians to zoom onto the map and use their own interpretation of the data. The new enhancements automate this process making the reporting process consistent and repeatable.

- Maintaining tradition in a college as old as Rutgers is important and often requires a little digging. In 1876, a tradition started at Kirkpatrick Chapel wherein each graduating class year was engraved into a brownstone block on the chapel's exterior. The tradition continued for the better part of the late 19th century and into the 20th century and then abated a while. In FY23, our PD&D group inventoried the stones, identified the missing years, and the goal is to have those years engraved, as well. Read the full story [here](#).
- Campus interpretive signage on Old Queens will chronicle all Old Queens' historic buildings. A QR code on each sign will link back to a website with more information. Preparatory work continued in FY23 for these historic markers.
- The Student Commuter Rewards Program promotes the use of mass transportation by Rutgers University–Newark and Camden students. Students who have not purchased a university parking permit and submit monthly transit receipts, can receive up to \$50 in monthly gift card rewards at kite+key®, The Rutgers Tech Store or Barnes & Noble (Newark only). The program addresses the limited amount of parking available on the Rutgers–Camden, and Newark campuses. Last year approximately 50 students participated in the program.
- Parking deductions for all employees are now aligned over 26 pay periods. Previously, while RBHS was on a 26-week deduction schedule, Rutgers was deducting parking fees over 12 weeks.



- kite+key®, The Rutgers Tech Store has expanded its services with the execution of University Hospital computer repair service agreement. A new mobile point-of-sale system introduced in FY23 has helped to increase sales and brand awareness.

- Eight new Faculty and Staff Short-Term Housing units were added to this popular housing program. It now has 60 units for faculty and staff. The program maintained a 97 percent occupancy rate through the fiscal year.

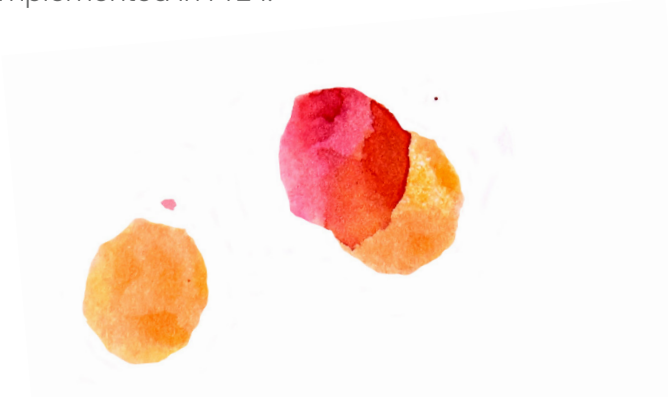
## Other Major Projects

- Large-scale aesthetic project for School of Arts and Sciences in Camden
- Assessment of over 100 buildings that can benefit by PSE&G's Engineered solutions program
- Resolved over 500 subchapter four fire code violations
- Improved classroom security in over 200 classrooms
- Installed a New Cooling Tower at College Ave Central Plant
- Demolition of Records Hall
- Replace fan coil units at Mattia Hall (Heating and Cooling)
- Demolish Busch Maintenance Shop
- Repair and waterproof patio at Zimmerli
- Renovated Starbucks and Livingston Apartments
- Completed Engineering D Wing Roof Replacement
- Renovated 195 College Ave for Office of Diversity and Inclusion
- Completed steel repair and roof replacement over Olympic pool and Werblin Recreation Center
- University Center – Parking deck sprinkler suppression system replacement Phase 1 & 2
- Judson Residence Hall – Interior soffit replacement
- Morrow Residence Hall – Roof replacement
- McCormick Residence Hall – Low rise roof replacement
- In June 2023, Rutgers IP&O was awarded over \$623,000 in grant funding by NJDEP to implement three stormwater projects to reduce flooding and improve water quality on campus.

- The popular Rutgers Cinema received a projector and sound system upgrade in FY23, as well as a lobby refresh. The cinema is also collaborating with RAAS for neurodiversity employment opportunities.
- In FY23, the Rutgers University Golf Course was chosen as one of two host sites in New Jersey for the development of two new local Opportunity League PGA Jr. League Teams specifically designed to promote the game to girls, 17 and under. The Rutgers Golf Club also hosted an event organized by the students who play on the club golf team. The successful two-day event featured play with golf course staff. Plans are already underway to host next spring.
- In FY23, our Business Services group received a grant from Connecting Minority Communities Learning Network used to build broadband access in Newark.
- IP&O has been hosting various departments on its UKG Dimensions (formerly Kronos) workforce management software. The software uses Artificial Intelligence (AI) to help optimize daily processes in maintaining accurate timekeeping, scheduling, leave management, and payroll records. Its analytical reporting aids in strategic workforce decisions and gives insight into overtime trends, scheduling adherence, and absence patterns. UKG Dimensions integrates with payroll and Absence Reporting System (ARS) to eliminate double entry of pay and absence data.

**Departments currently hosted on UKG Dimensions:**

- IP&O
- R-Camden Information Technology
- R-Camden Faculty Arts and Sciences
- R-Camden Athletics
- R-Camden Housing
- R-Camden Student Affairs
- R-Camden Chancellor's Office
- R-Newark Faculty Arts and Sciences
- R-Newark Housing
- R-New Brunswick Athletics
- R-New Brunswick Housing
- R-New Brunswick Financial Aid
- R-New Brunswick Graduate Professional Admissions
- R-New Brunswick Registrar
- University Communication and Marketing
- RWJ Medical School – Medical Repair Group
- Rutgers Business School
- School of Arts & Sciences Newark
- University Human Resources
- On boarding was underway for Dining Services and CINJ in FY23 and will be completed in FY24. University Correctional Health Care will also be implemented in FY24.



**Access to the Arts District**

The State of New Jersey's Economic Development Office under Governor Phil Murphy tapped Rutgers for a pilot "circulator" bus program. Rutgers runs the largest university bus system in the country, and it is fitting that the state has asked for our expertise in this new program that is designed to streamline transportation in Newark by providing neighborhood access to Newark's art and education district.

In FY23, we began developing plans and routes that will provide a transportation solution to support economic activity and facilitate mobility and community access to this vital district. Plans include developing the routes and providing and operating e-buses and hybrid buses.

**e-Builder and ServiceNow for Better Workflows**

Our Strategic Services group has been immersed in the implementation of two major software systems for IP&O: ServiceNow and e-Builder. Both advanced in FY23.

Strategic Services teamed up with our colleagues in OIT to ensure a successful implementation of ServiceNow. Rutgers Office of Information Technology (OIT) has successfully helped support ServiceNow implementations in other Rutgers' units.

Our myPath Training group spent many hours learning both systems and developing training courses so that our employees are fully supported when these systems go live. The ServiceNow project also encompasses IP&O's new Service Center, which opened at the start of FY24. This will bring an added level of service to the university community.

## Fine-Tuning Recruiting Initiatives with RUPD

To secure microgrants from the Department of Justice, RUPD submitted a proposal for an innovative program, titled The RUPD Recruitment and Retention Program. The program combines social media outreach, targeted recruitment efforts, in-person recruiting events, ride-a-longs, physical training session, and hiring process preparation classes to better attract, prepare, and retain new officers for work in the RUPD.

This program encourages the formation of strong connections with community members and potential applicants to increase hiring, retention, and job satisfaction throughout the officer's career. It prepares prospective officers for the hiring process and for the type of work demanded in the profession to diversify and retain those well-suited to the job.

Research has shown that a disparity between expectations and the realities of the position can lead to turnover, burnout, and stress among police officers. This project seeks to reduce these negative consequences by exposing, educating, and preparing potential police recruits with the realities of the police officer role.

Ride-a-longs with active police officers give real-world and first-hand exposure to the job and provide potential applicants

with the opportunity to experience policing before proceeding with the application process. The significant responsibilities and burdens placed on police officers makes it imperative that the best, most well-suited, and prepared applicants make it through the process. RUPD was awarded the requested funding of \$100,000 in FY23.

The RUPD Recruitment and Hiring Team has also increased recruitment endeavors expanding beyond the borders of Rutgers University career fairs. In-person recruitment efforts have spanned the state from Hudson County to Burlington County.

The RUPD Recruitment team often invites fellow officers to shadow recruiters at events and interact with candidates. This method allows potential applicants to engage officers representing all walks of life and professional assignments. In addition, recruiters often conduct resume reviews and overviews of elevator pitches and professional introductions with prospective applicants.

The community policing team has met with partners of law enforcement and community organizations to discuss barriers to application and/or interest in law enforcement careers. This information will continue to be used to develop culturally responsible approaches and confidence-building interactions.

A new recruitment event, Meet the Chiefs Night, allowed departmental leadership to engage and interact with prospective candidates for employment. Attendees learned about the careers of the three RUPD chiefs and met supervisors from specialized units. RUPD supervisory staff was also able to interact with candidates to learn firsthand their motivations to enter law enforcement, how prospective applicants are preparing, and potential obstacles.

### Finding an Innovative Path Through Hiring Challenges

While many businesses are experiencing hiring challenges, law enforcement agencies have reported a drastic decline in applications for the position of police officer. Rutgers RUPD is no different. National events, COVID-19, community relations, and the "great resignation" are among several factors impacting recruitment and hiring.

RUPD's recruitment strategies center largely on the ability to engage, interact, and foster trust in a broader applicant pool while building confidence and trust in the application process.



## Fine-Tuning Employee Services for Better Employee Outcomes

While solving problems and addressing issues around the university is what we do best, equally critical is ensuring the employer/employee relationship within IP&O is healthy. Ingenuity, teamwork, and ultimately employee retention can only be accomplished when our employees feel connected to their employer. Disconnects in this relationship need to be identified and fixed. In FY23, we focused on fine-tuning many areas of our work, but none more important than our Employee Services group.

IP&O's Employee Services group oversees the employee lifecycle from hire to retire. Our dedicated Employee Services staff knows how important it is for our employees to have access to employee lifecycle information, especially when this information is oft times personal and sensitive. They also rely on our Employee Services group for hiring, separations, leaves, and similar functions. Like many businesses, however, and like much of IP&O, our Employee Services group experienced its own "great resignation", the employment trend of the COVID era—occurring largely in 2021—in which many people resigned from their jobs or retired in great numbers. Employee Services had 12 employees in 2019. In 2023, it had seven. The great resignation also left a void in its management structure.

Employee Services receives well over 6,000 emails a month. Add to this daily phone calls, walk-ins, and requests through its formal KACE system. In an already difficult employment environment, the group responsible for administering employee services such as hiring, onboarding, and off-boarding was drowning in work. OneSource leave requests were not being answered in a timely manner, and business processes differed from campus to campus, thus causing confusion.

If Employee Services employees were overburdened and likely unhappy, imagine how our employees who interact with them were feeling when positions were taking too long to fill. The staff was committed, but clearly over-burdened. FY23 led to a thorough analysis of IP&O's Employee Services group. IP&O's Strategic Services group was charged with this task.

Over 60 interviews were conducted with all stakeholders in an effort to realign Employee Services. Pain points were uncovered within Employee Services, as well as among the groups and people with whom Employee Services frequently interacts. This included managers involved in hiring and supervising employees, as well as payroll and timekeeping employees who intersect with Employee Services. Exhaustive interviews were conducted on all campuses.

Early findings helped us identify changes that could be implemented immediately. Better coordination with our payroll and timekeeping groups, for example, solved some key issues. When employee start dates align with pay cycles, this helps payroll manage its tasks better. In another example, many errors were being made in the Recruitment, Onboarding, and Classification system (ROCS), slowing the hiring process and resulting in calls to Employee Services. ROCS training

is now available for all hiring managers and committee members. Developed by our myPath Employee Training and Development group, ROCS training is simple and always accessible on our intranet.

In addition, it was clear that a closer working relationship with University Human Resources (UHR) was essential for realigning this department, alleviating some of the workload, and streamlining processes. As a result, two new UHR positions were added, funded by IP&O, and dedicated to supporting IP&O employees.

Among other improvements, DocuSign forms have been introduced for nearly all our Employee Services transactional activities; a simple, yet time saving change that puts all applicable forms and approvals in one package. On one campus, an outdated approval process was impeding the hiring process. The approval process was changed so that fewer people were involved and hiring now moves along more quickly. All of these changes are helping to unburden Employee Services. FY23 focused on identifying and implementing these "quick wins".



Employee Services has also been split into two main areas: Transactional Employment Lifecycles and Strategic Organizational Support. The Transactional Employment Lifecycle team handles 15 transactional types, including hiring and on-boarding, as well as reclassifications, terminations, and acting appointments, to name a few. Strategic Organizational Support also liaises with UHR, writes CARFS, establishes the CARF library, and manages exit interviews, succession planning, and recruitment.

Instructional communications has also increased. Divisional emails are used to explain new processes available such as the DocuSign forms. A regular column in each issue of the IP&O newsletter, *Inside IP&O*, provides explanations and procedures for hiring, leaves of absence, in-grade adjustments, rehiring from retirement, etc.

Through many months of hard work and deep digging into processes and procedures, these initial changes are already bearing fruit. More complex changes are being implemented in FY24. In the meantime, the staff in Employee Services has already received acknowledgement for their improvements. Keeping all of our employees happy helps foster our success in all IP&O departments.

In addition to these structural changes, Employee Services met with Rutgers Center for Adult Autism Services to develop a relationship that will lead to hiring autistic adults across the spectrum. This is one of the novel approaches to current hiring difficulties and will have huge benefits for the Autism Center as well as IP&O. Many IP&O groups have used autistic adults in the past. We now intend to expand this through our relationship with RCAAS.

### myPath – Right Sizing the Work

IP&O's myPath Employee Development group has been extremely instrumental in unburdening Employee Services. These two units, both a part of IP&O's Strategic Services group, intersect in that they both serve the IP&O employee.

While Employee Services handles transactional and organizational employee needs, myPath helps to develop employees as they progress in their IP&O careers. myPath handles employee training, resume writing, interview preparations, training guides, and orientation for new employees.

In FY23, the myPath group created the ROCS training program for hiring managers and hiring committees. Training in the ROCS system has reduced the number of inquiries to Employee Services. Hiring managers often have problems navigating ROCS. They now go through a simple, online training session, alleviating issues that in the past precipitated calls to Employee Services. The training group within myPath created user guides for ROCS and for the new DocuSign forms.

These changes allow Employee Services to focus on their core businesses. Popular programs such as English as a Second Language and Craft Trainee, are now largely facilitated by myPath, leaving Employee Services with the more appropriate transactional functions.

For ESL, myPath meets with the Communications and Marketing team to promote the program. They then keep track of all applicants, and coordinate with Rutgers English Language Institute for class start dates and times, and they track class attendance.

For the Craft Trainee program, myPath meets with the Communications team and Craft Trainee facilitators to create messaging. They then contact the trade schools, track the 30/60/90-day evaluations that trainees commit to, and, since all trade workers have to be registered with the state, myPath handles this function, as well. This leaves Employee Services to post the positions, manage the interview process, and handle related human resource duties. This division of work fine-tuned the duties of each employee-focused group and has unburdened Employee Services.



## University-Wide Services FY23 Overview

### Codes and Standards

Permits Issued	449
Permit Fees	\$1,067,544
Inspections	1,262
Plan Review Fees	\$729,188
Number of Elevators	460
Elevator Inspection Fees	\$256,500
Elevator Inspections	920
Total Project Costs	\$74,449,500
Generated Revenue	\$913,128

### Emergency Services

Emergency Response Calls for Service	13,956
Emergency Medical Services Calls for Service	2,292
Psychiatric/Medical Related Incidents	196
Fire System Bureau	8,930
Fire Inspections	5,327
Defensive Driving and CPR Training	1,677
ESO Life Safety Inspections	3,571
Emergency Response Major Incidents	886

### Environmental Health and Safety

Grant Reviews and Approvals	
IBC Protocol Approvals	411
IACUC Protocol Reviews	587
Respirator Fit Tests	3,770
Fume Hoods Surveyed	1,783
Research Laboratory Audits	3,212
Radiation Laboratory Inspections	582
Medical Waste Disposal (tons)	183
Solid Waste Collected for Reuse (lbs)	154,164
Batteries and Other Chemistries Recycled (lbs)	4,557
Hazardous and Radioactive Waste Disposal (lbs)	191,835

### Identity and Access Management

Card Readers	5,785
Total ID Card Print Activity	36,367
Photo Approvals	25,480
Add Access Requests	25,006
Remove Access Requests	34,434
Scheduling Requests	4,166
Add Users to Database Requests	293

### Mail Services

Packages Delivered	278,047
Processed Regular Incoming Mail	1,593,087
Walk-Up Customers/Window Services	10,327
Outgoing Metered Mail	561,556
UPS Packages Sent Out for Students	1,658
Email Inquiries Answered	9,586

### Material and Logistical Services

Moves (Variety of Sizes)	347
IP&O Warehouse Services	11,152
Surplus Requests Completed	1,847
Surplus Assets Received	21,281
Total GPS Vehicles	662
Total Uniform Orders Placed	2,423
GovDeal Auction Sales Count	653
GovDeal Auction Sales Total	\$335,954
Fleet Services Work Order/PM Repairs	1,984

### Records Management

New Boxes Received	4,363
Records Requests	3,099
File Returns	764
Flat Box/Barcode Label Requests	3,726
Total Boxes Stored in 7 Kilmer	171,002

### Shredding Services

Boxes Shredded from 7 Kilmer	2,718
Boxes Shredded from University Offices	307
Project Shredding Barrels Serviced	842
Scheduled Shredding Service	11,610
Total Amount of Paper Shredded (lbs.)	402,113

### Parking and Transportation Services

Parking Stalls	35,197
Annual Parking Permissions	100,789
Parking & Transportation Budget	\$30,500,000
Annual Parking Tickets	80,450
Bus Ridership	10,643,100

### University Police Department

9-1-1 Calls	52,768
Non-Emergency Calls	331,253
Alarm Signals Logged	565,378
Text-to-9-1-1	275
Computer Aided Dispatch for Service	218,629
Programs Involving Minors Registered	175
Protection of Minors Training Completions	5,883





## Camden

### Housing

Number of Beds (Fall '22)	832
Occupancy % (Fall '22)	71%
Number of Beds (Spring '23)	832
Occupancy % (Spring '23)	69%

### Buildings and Maintenance

Total Number of Buildings	48
< 10,000 GSF	26
10,001 – 25,000 GSF	7
25,001 – 50,000 GSF	2
> 50,000 GSF	13
Total Gross Square Footage	1,626,784
Total Acreage	33
Current Replacement Value	\$1,828,380,210
Current Deferred Maintenance Liability	\$423,871,683

### Police

Calls for Service	30,548
Community Education	42
Police Incident Reports	1,027

### Utility Infrastructure

Current Replacement Value	\$151,944,201
Current Deferred Maintenance Liability	\$35,186,523
Total Waste (tons)	328
Municipal Solid Waste (tons)	262
Recycling (tons)	65

### Work Orders

Work Orders	5,032
Service Calls	133
Total	5,165



## New Brunswick

### Housing

Number of Beds (Fall '22)	15,838
Occupancy % (Fall '22)	92%
Number of Beds (Spring '23)	15,838
Occupancy % (Spring '23)	90%

### Buildings and Maintenance

Total Number of Buildings	840
< 10,000 GSF	546
10,001 – 25,000 GSF	121
25,001 – 50,000 GSF	83
> 50,000 GSF	90
Total Gross Square Footage	18,434,394
Total Acreage	5,525
Current Replacement Value	\$22,180,457,127
Current Deferred Maintenance Liability	\$4,815,130,185

### Police

Calls for Service	50,145
Community Education	39
Police Incident Reports	3,356

### Utility Infrastructure

Current Replacement Value	\$2,345,789,199
Current Deferred Maintenance Liability	\$689,391,278
Total Waste (tons)	22,465
Municipal Solid Waste (tons)	7,517
Recycling (tons)	14,948

### Work Orders

Work Orders	58,721
Service Calls	22,952
Total	81,673





## Newark

### Housing

Number of Beds (Fall '22)	1,993
Occupancy % (Fall '22)	57%
Number of Beds (Spring '23)	1,993
Occupancy % (Spring '23)	55%

### Buildings and Maintenance

Total Number of Buildings	42
< 10,000 GSF	13
10,001 – 25,000 GSF	3
25,001 – 50,000 GSF	1
> 50,000 GSF	25
Total Gross Square Footage	3,585,047
Total Acreage	40
Current Replacement Value	\$3,768,028,872
Current Deferred Maintenance Liability	\$779,111,265

### Police

Calls for Service	35,474
Community Education	121
Police Incident Reports	1,004

### Utility Infrastructure

Current Replacement Value	\$175,126,407
Current Deferred Maintenance Liability	\$48,423,117
Total Waste (tons)	379
Municipal Solid Waste (tons)	199
Recycling (tons)	180

### Work Orders

Work Orders	9,016
Service Calls	5,036
Total	14,052

## RBHS

### Housing

Number of Beds (Fall '22)	460
Occupancy % (Fall '22)	75%
Number of Beds (Spring '23)	460
Occupancy % (Spring '23)	73%

### Buildings and Maintenance

Total Number of Buildings	54
< 10,000 GSF	9
10,001 – 25,000 GSF	13
25,001 – 50,000 GSF	6
> 50,000 GSF	26
Total Gross Square Footage	6,502,476
Total Acreage	88
Current Replacement Value	\$9,098,233,257
Current Deferred Maintenance Liability	\$1,841,081,382

### Police

Calls for Service	23,115
Community Education	57
Police Incident Reports	590

### Utility Infrastructure

Current Replacement Value	\$691,120,050
Current Deferred Maintenance Liability	\$152,364,759
Total Waste (tons)	1,070
Municipal Solid Waste (tons)	779
Recycling (tons)	65

### Work Orders

Work Orders	19,649
Service Calls	12,412
Total	32,061



## Accreditation, Certifications, and Licenses

9-1-1 Instructor  
 A+ - PC Repairs and Maintenance  
 Accident Investigation Dynamic  
 Accident Investigation I, II, III  
 Accreditation Assessor  
 Advanced Cardiac Life Support (ACLS)  
 Advanced Course on The Reid Technique  
 Advanced Engineering for Police Traffic Officers  
 Advanced Instructional Designer  
 American Inst. of Cert. Planners  
 ASME-IX- Cert. Pipe Welders  
 Asbestos Hazard Emergency Response Act (AHERA) Inspector  
 Asbestos Hazard Emergency Response Act (AHERA) Management Planner  
 Asbestos Safety Technician (AST)  
 Associate Health Physicist  
 Associated Safety Professional (ASP)  
 Authorized OSHA Construction Outreach Trainer  
 Authorized OSHA General Industry Outreach Trainer  
 Backflow Device Tester  
 Backflow Preventer Lic.  
 Basic Drug Recognition Expert  
 Black, Blue, Red and Gold Boiler Operators Lic.  
 Bleeding Control for the Injured  
 Blue Seal Stationary Engineer's Lic.  
 Building Insp.—Highrise—Hazardous Specialist  
 Building Insp.—Industrial and Comm Specialist  
 Building Insp.—Residential and Small Comm Specialist  
 Building Subcode Lic.  
 CALEA  
 CPR, AED  
 Certified Biological Safety Professional  
 Certified Energy Manager  
 Certified Financial Planner  
 Certified Hazardous Materials Manager  
 Certified Industrial Hygienist (CIH)  
 Certified Information Technology Professional  
 Certified Instructional Trainer (CIT)  
 Certified Public Accountant  
 Certified Safety Professional (CSP)

Civil Disturbance Riot Planning  
 Commercial Driver Lic.  
 Commercial Driver's Lic. with Hazardous Materials  
 Confined Space Cert.  
 Construction Health and Safety Technician (CHST)  
 Construction Mgt and Building Construction Cert.  
 Construction Official  
 Educational Facility Manager Cert.  
 Environmental Field Sampling & Data Collection  
 Environmental, Safety & Health Trainer  
 Project Mgt. in Building Design and Construction  
 Electrical Contractors Lic.  
 Electrical Inspector—Highrise—Hazardous Specialist  
 Electrical Journeyman Lic.  
 Emergency Mgt.  
 Emergency Medical Dispatch  
 Emergency Response  
 Emergency Medical Technician  
 EPA/HUD Lead Paint Renovation Cert.  
 EPA Renovation, Repair and Painting (RRP)  
 FAA Certified Drone Pilot  
 Field Training Officer  
 Fire Inspector  
 Fire Sub Code Official  
 Firearms Instructor  
 First Aid Instructor  
 Health Physicist (CHP)  
 Historic Preservation Architect  
 International Association of Campus Law Enforcement Administrators  
 IATA Shipping of Dangerous Goods Cert.  
 Incident Command System – 100, 200, 300, 400  
 Journey Level Pipefitters Cert.  
 LEED Accredited Professional  
 Lic. Landscape Architect  
 Lic. NJ Real Estate Salesperson  
 Lic. Professional Engineer  
 Lift and Forklift Cert.  
 NAEMT Tactical Casualty Care  
 NJ Accredited Asbestos Safety Tech.  
 NJ Accredited Lead Insp.  
 NJ Licensed Sewer Operator  
 NICET Lvl II Insp & Testing Water-Based Systems

NJDOH Lead Assessor  
 NJ Code Enforcement Inspector  
 NJSACOP  
 NJDEP Radon Technician  
 NJDEP Visible Emissions  
 NJDEP Underground Storage Tank (UST)  
 NJ DFS Incident Management 1, 2, 3  
 NJ DFS Live Burn Instructor  
 NJ DFS SCBA Instructor  
 NJ Mobile Intensive Care Paramedic  
 Nonviolent Crisis Intervention  
 Instructor Cert. Program  
 OSHA 10 Hour Construction Cert.  
 OSHA 24 Hour Hazardous Materials Technician  
 OSHA 40 Hour Hazardous Waste Operations and Emergency Response  
 OSHA 40 Hour HAZMAT Cert.  
 Prehospital Trauma Life Support Prof Engineer  
 Professional Human Resources  
 Professional Engineer  
 Professional Planner  
 Radar Instructor  
 Radar Operator  
 Rape Aggression Defense (RAD) Instructor  
 RCI Registered Roof Observer (RRO)  
 Real Estate Professional  
 Registered Architect  
 Registered Biological Safety Professional  
 Response to Radiological Threats Cert.  
 Risk Assessment  
 Safety Management Specialist  
 Safety Professional  
 Safety Trained Supervisors (STS)  
 Society Human Resources Management, Certified Professional  
 Soil Erosion and Sediment Control Cert.  
 Spill Prevention Control Containment  
 State of New Jersey DCA Fire Insp.  
 State of New Jersey Locksmith Lic.  
 Stormwater Management and Low Impact Dev.  
 WMD Radiological/Nuclear Haz/Mat Tech.  
 Zoning Official Cert.



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2023 IP&O ANNUAL REPORT

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