

TOWSON UNIVERSITY

DIVISION OF CAMPUS OPERATIONS

ANNUAL REPORT

FY 2024-2025

The end-of-year report for Towson University's Division of Campus Operations provides a comprehensive overview of the accomplishments, updates, and plans across several key departments.

CAMPUS OPERATIONS ANNUAL REPORT

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A MESSAGE FROM: **STEVE JONES, SENIOR VICE PRESIDENT, CAMPUS OPERATIONS**

RESOLVING PROBLEMS AND DELIVERING RESULTS

The Division of Campus Operations is the backbone of our University. It is responsible for the behind-the-scenes work that ensures our campus operates safely and efficiently. Our dedicated teams are committed to providing responsive solutions, services, and results with trained and knowledgeable staff. We serve the campus in various ways, from maintaining our physical infrastructure to supporting the professional growth and well being of our employees, and ensuring the safety and security of our campus community.

“

As we conclude another successful year and welcome the new year, we are excited to present our inaugural end-of-year report for the Campus Operations Division. Our dedicated team has worked to provide the best customer service to our campus. The accomplishments detailed in this report reflect the collective dedication of more than 250 Campus Operations employees who work tirelessly behind the scenes to ensure our campus operates safely, efficiently, and sustainably.

Their commitment to our core values of integrity, accountability, health and safety, diversity and inclusion, communication, collaboration, stewardship, and continuous learning has been the foundation of our success.

As we look toward FY26, we remain focused on our strategic priorities: enhancing customer service, advancing sustainability initiatives, strengthening campus safety, and fostering an inclusive, supportive environment for all members of the TU community.

”



Carl Stephen ‘Steve’ Jones, Jr

Senior Vice President, Campus
Operations & COO/CHRO

WELCOME

Welcome to the Campus Operations Division at Towson University, where our integrated teams are dedicated to serving the diverse needs of our students, faculty, staff, and campus community.

OUR MISSION

The Operations Division delivers essential services to sustain a safe, healthy, efficient, and inclusive campus environment that supports the University's mission, while ensuring effective stewardship of campus resources and enriching the experiences for students, faculty, staff, and the greater TU community.

ABOUT US

The Towson University Campus Operations Division comprises several departments: **Human Resources, Facilities Management, Public Safety, Business Support Services, and Environmental Health and Safety.** With five central units and over 250 employees across all teams, our Division creates, maintains, and operates numerous essential services and systems, ensuring a positive and successful overall student experience.

VISION

To provide a sustainable, inclusive, and safe campus environment that inspires intellectual and personal growth, resulting in a positive TU experience.



OUR VALUES

We are committed to providing the best services to support the entire TU campus. Our division has developed these eight values to guide how we operate, communicate, and achieve success together.

Integrity: We build and maintain trust by being honest and transparent in our words and actions, honoring our commitments.

Accountability: We follow through on commitments and take responsibility for our actions, decisions, and outcomes.

Health and Safety: We prioritize and foster physical, emotional, psychological, and environmental well-being.

Diversity and Inclusion: We encourage and value an environment that respects diverse community representation, contributions, and perspectives so individuals feel a sense of belonging.

Communication: We encourage and promote open, consistent, accurate, and timely communication.

Collaboration: Working together to build relationships that help advance or achieve common goals that support the University's mission.

Stewardship: We protect and ethically manage all resources (financial, material, human, and natural) to ensure the highest efficiency and most effective outcomes, balancing both the short- and long-term impacts on individuals, the University, and the world around us.

Continuous Learning and Development: We promote continuous learning and development to meet the evolving needs of both the organization and its individuals.

OUR TEAMS

Human Resources

We offer quality human resource services to support the well-being and professional development of our faculty and staff. From recruitment and pay/benefits administration to learning management and retirement planning, we strive to create a supportive work environment that empowers our faculty and staff to engage and thrive.

Parking & Transportation Services

We provide parking and transportation services for students, faculty, staff, and visitors. Whether we facilitate parking permits, manage transit options, or promote eco-friendly transportation alternatives, we aim to enhance accessibility and mobility across campus.

Public Safety

We ensure campus safety and security with the efforts and commitment of our experienced and dedicated Towson University Police Department (TUPD). We prioritize the safety and well-being of everyone on campus through technology, emergency planning, crime response, general outreach, and providing enhanced safety technology such as the SaferMobility app.

Facilities Management

We are responsible for Towson University's physical infrastructure, encompassing TU's extensive campus planning, design, construction services, maintenance, and operations. We ensure that our buildings and grounds are properly maintained to protect investments and meet the diverse needs of our community.

Postal Services

We are dedicated to efficiently distributing incoming and outgoing mail and packages. Our commitment is to deliver reliable, timely, and professional postal services to support the needs of the Towson University community.

Business Support Services

We deliver administrative and operational support that enhances the efficiency and effectiveness of the Division's business functions. We are committed to providing innovative solutions, superior customer service, and reliable resources to faculty, staff, and students.

OUR TEAMS

Sustainability

We champion environmental stewardship through initiatives that reduce our campus's ecological footprint. Our sustainability efforts include energy conservation, waste reduction, green building practices, and environmental education programs. We educate our community about conservation and climate action

Environmental Health and Safety

We provide comprehensive environmental health and safety services to protect our students, faculty, staff, and visitors. Our team maintains a safe campus environment through hazard identification, safety training, emergency preparedness, and regulatory compliance. Whether we conduct workplace inspections, manage chemical waste disposal, oversee laboratory protocols, or respond to emergencies, we foster a culture of safety that meets all local, state, and federal standards.

Emergency Preparedness

We provide comprehensive emergency preparedness services to protect our campus community through proactive planning training, and response coordination. Our team maintains campus readiness through hazard assessment, emergency exercises, incident planning, and multi-agency collaboration.



AT-A-GLANCE METRICS FY2025

Public Safety Excellence

- 14% reduction in major violent crimes (Part I offenses)
- CALEA re-accreditation awarded March 2025 (480+ standards met)
- 4,148 building checks and 1,902 parking lot checks completed
- 700+ CCTV cameras added/upgraded across campus
- 70+ Incident Action Plans developed for emergency preparedness

Transportation & Parking Services

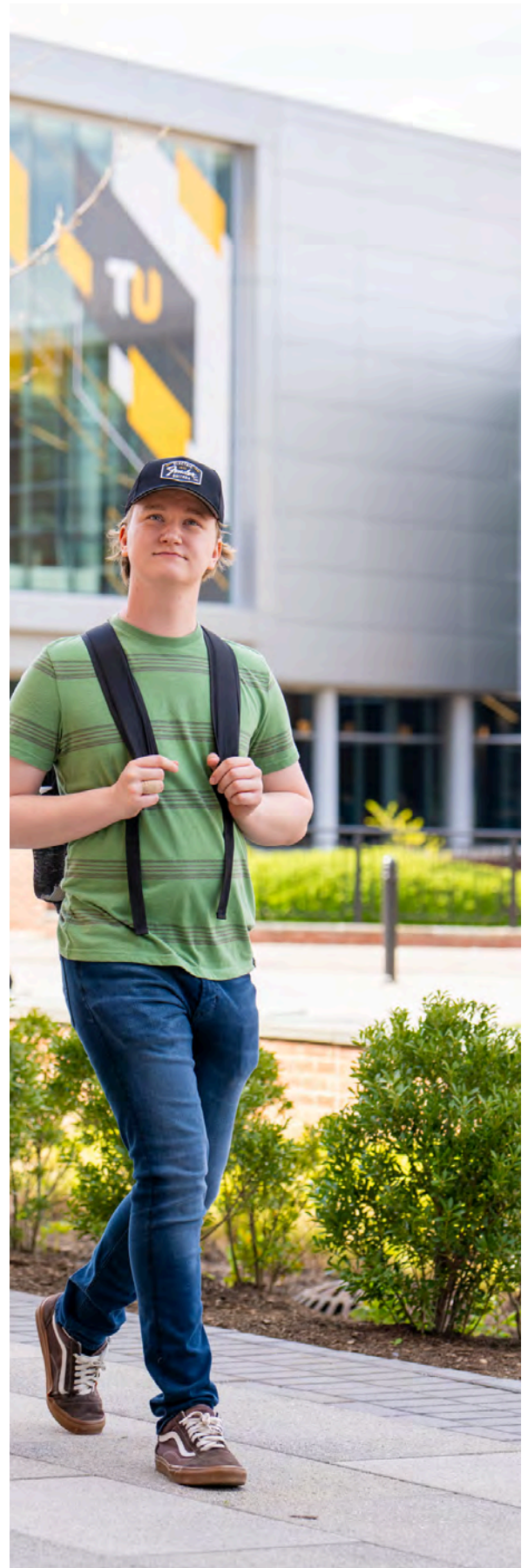
- 288,650 transportation riders (↑ 50,000+ from the previous year)
- 680 events supported with seamless coordination
- 200 charter services completed
- 25,929 parking citations processed
- >85% on-time performance maintained for shuttle services

Facilities Management

- \$225M+ in capital projects managed across 25+ active projects
- AASHE STARS 3.0 Gold certification maintained
- \$100K+ annual savings projected from Smart Labs and retro-commissioning
- \$95K energy rebate received from BGE for efficiency upgrades
- Achieved a 60% net reduction in Greenhouse Gas emissions from 2008 levels

Human Resources

- 2,200 records cleared through a comprehensive CJIS/SAM audit
- 500+ FMLA documents digitized and processed
- 9 successful hires through the TU employee referral program
- verified telework arrangement eligibility for 1,048 employees
- Coordinated the administration of 73% of the eligible staff, approved 2-day telework schedules



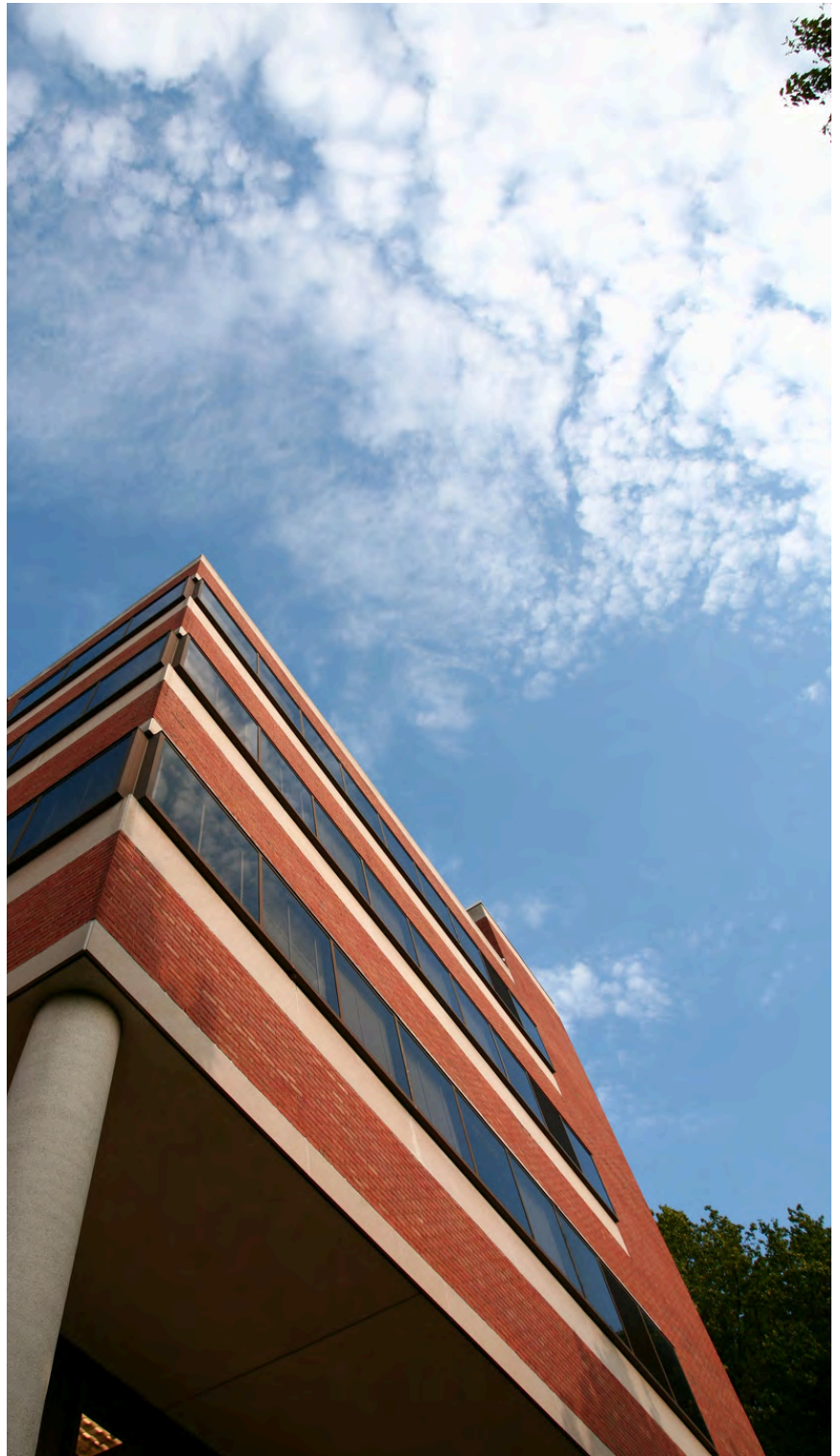
AT-A-GLANCE METRICS FY2025

Environmental Health & Safety

- 2,500 safety training completions via SafeColleges/Vector Solutions
- 600+ fit tests conducted for respiratory protection
- 350+ mold samples collected for environmental monitoring
- TU's inaugural Heat Stress Program created and implemented

Postal Services

- 63,111 student packages processed (95% increase)
- 8,367 interdepartmental packages delivered (217% increase)
- 76% of packages distributed via efficient locker systems





ORGANIZATIONAL STRUCTURE

OVERVIEW

The Division of Campus Operations comprises five major operational areas, with nine major departments, and over 250 dedicated employees.

STRUCTURE

Led by Senior Vice President C. Stephen “Steve” Jones, CHRO/COO

- Human Resources
- Public Safety
- Environmental Health and Safety
- Facilities Management
- Business Support Services

HUMAN RESOURCES

Led by Associate Vice President Jennifer Stano

- Talent Acquisition
- Compensation
- Benefits
- Learning Management
- Professional Development
- Faculty/Staff Relations
- HR Systems & Services
- Interpretive Services
- Customer Service

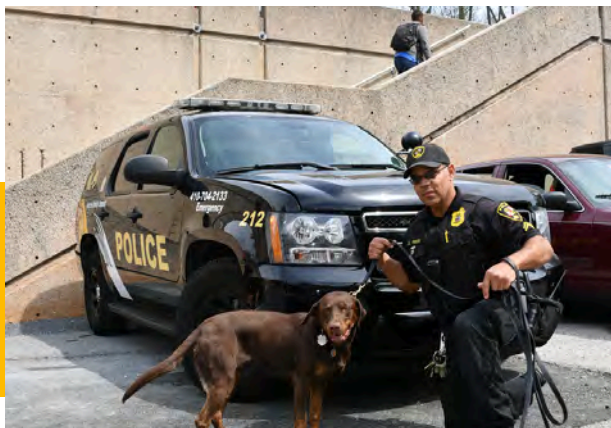


PUBLIC SAFETY

Led by Chief of Police and Associate Vice President of Public Safety Charles (Joe) Herring

- Police Department
- **Parking & Transportation**
- Access Control
- Emergency Preparedness

Any text marked by yellow indicates the department changed, has been recently moved, or is new.



ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL HEALTH AND SAFETY

Led by Robert (Bob) McHenry, Director of Environmental Health and Safety

- Safety Compliance
- Safety Program Management

FACILITIES MANAGEMENT

Led by Interim Associate Vice President Renee Norman and Associate Vice President Terence McCann

- Operations & Maintenance
- Planning & Design
- Sustainability
- Energy Management
- Construction Management
- **Postal Services**



BUSINESS SUPPORT SERVICES

Led by Renee Norman, Divisional Budget Officer

- **Contract Services**
- **Facilities Business Support**
- **Parking and Transportation Business Support**

Any items in yellow signify either the team is new or has recently moved to another unit.

MAJOR ACCOMPLISHMENTS

Human Resources

HR achieved significant milestones in compliance and efficiency, including the successful completion of a comprehensive CJIS/SAM audit that cleared 2,200 records and the digitization of over 500 FMLA documents. The implementation of innovative programs such as the employee referral initiative resulted in 9 successful hires, while the expansion of telework opportunities supported 1,048 eligible employees.

Parking and Transportation

Our Parking & Transportation team demonstrated exceptional service delivery, providing nearly 289,000 rides to campus community members, an increase of over 50,000 from the previous year. The successful coordination of 680 events and 200 charter services while maintaining an on-time performance rate of greater than 85%, showcased the team's operational excellence and commitment to customer service.

Through collaboration and teamwork, our primary focus is to ensure that Towson University provides a positive and successful experience for our students while supporting our faculty and staff.

Emergency Preparedness

Our EHS team ensured comprehensive campus safety through the implementation of new programs, including a Heat Stress Program and the successful completion of Maryland Department of the Environment inspections. The delivery of 2,500 safety training completions and 600+ fit tests demonstrated our commitment to proactive safety management.

Facilities Management

Facilities Management successfully managed over \$225 million in capital projects, including the completion of the \$18M installation for the Health Professions building and the finalization of design and bidding for the Smith Hall Addition/Renovation project. The team's commitment to sustainability earned TU the continued Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment & Rating System (STARS) 3.0 Gold award while implementing energy-saving initiatives projected to save over \$100,000 annually.

MAJOR ACCOMPLISHMENTS

Business Support Services

Our Business Support Services team managed a number of major campuswide service contracts, including housekeeping, waste management, and facilities maintenance contracts. The team also coordinated the financial management of capital projects totaling over 200 million dollars

Public Safety

Our Public Safety team is committed to the well-being of all who attend or visit our campus. TU saw a 14% reduction in on-campus Part I crime, achieved through proactive policing efforts, including over 4,100 building checks and extensive patrol activities, which reinforced our commitment to community safety. Our officers' dedication was further exemplified by the completion of a major hiring initiative, which brought 16 new officers to the force while promoting six internal candidates



HUMAN RESOURCES

The Office of Human Resources at Towson University has made substantial progress in fostering a supportive environment for the Towson University community. This reflects our commitment to achieving results through continuous improvement and customer service.

Compliance & Policy

This year's compliance work focused on building confidence that our systems can withstand scrutiny. The team completed a CJIS/SAM audit by clearing more than 2,200 records, keeping the university firmly aligned with state and federal requirements. Two long-standing internal policies were also revised to better align with our current operating practices. In addition, oversight of Workers' Compensation formally moved from EHS to HR, creating a clearer line of responsibility and stronger accountability going forward.

Talent Acquisition

Recruitment efforts took a strategic step forward with the successful hiring of a new Dean through a comprehensive search. The team also supported the CCPS mentor program, launched a campus-wide leave donation initiative, and brought in nine hires through an employee referral program that offered a \$1,750 incentive, highlighting innovative ways to strengthen the workforce.

Training & Development

Professional growth opportunities expanded across campus. A new performance review process was piloted, and the Supervisor Cohort Program was launched in collaboration with the Nancy Grasmick Leadership Institute. Disciplinary actions training was delivered twice to meet campus demand, while additional training facilitators increased accessibility and reach.

DID YOU KNOW

DID YOU KNOW TU HAS A SPECIFIC PROFESSIONAL DEVELOPMENT TRACK FOR SUPERVISORS AND DEPARTMENT CHAIRS?



DID YOU KNOW

100%

OF TU FACULTY AND STAFF POSITIONS HAVE BEEN MATCHED TO MARKET PAY DATA SOURCES.

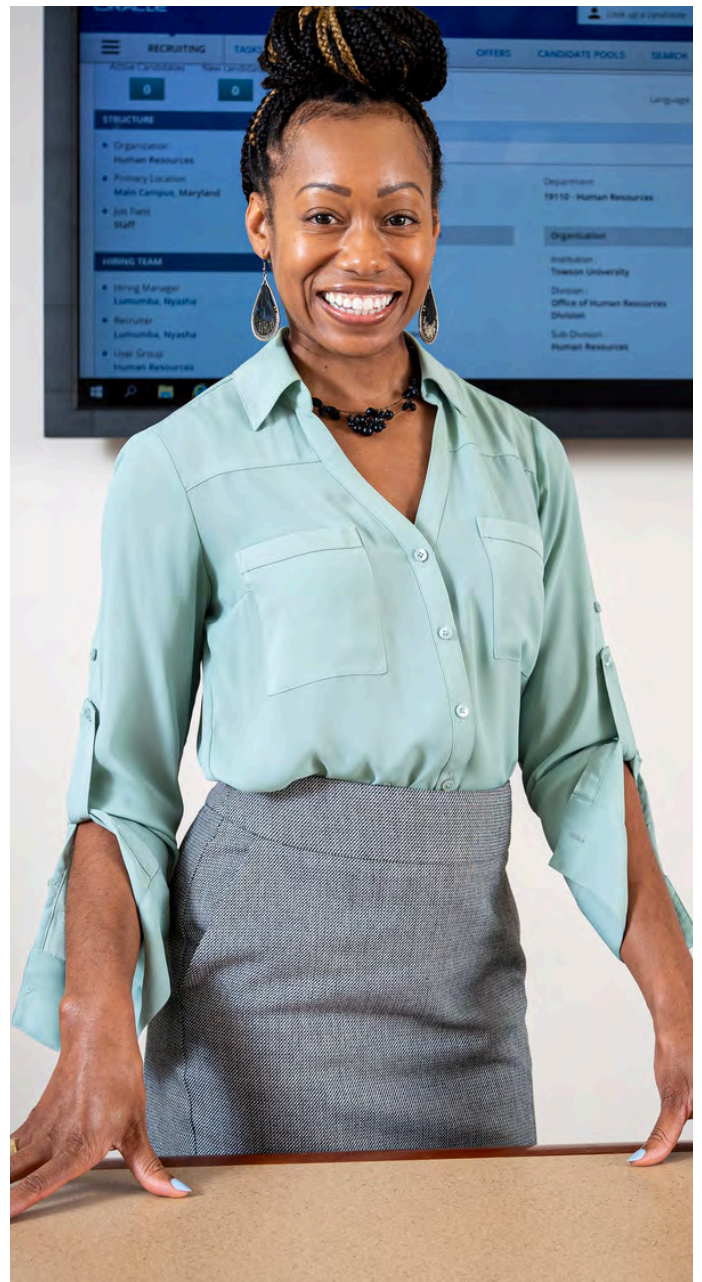
HUMAN RESOURCES

Innovation & Process Improvements

HR advanced efficiency through several key initiatives. Federal Work-Study students were hired to support administrative tasks, freeing staff for strategic priorities. Student hiring processes were streamlined in partnership with Payroll, and new customer service tracking systems and coverage calendars were introduced. The HR AI task force continued its cross-departmental work, while additional forms migrated to DocuSign to improve service delivery.

Campus Community Feedback

Campus response highlighted HR's growing impact. Positive feedback was received for customer service, onboarding sessions, and presentation quality, while engagement surveys reflected increased satisfaction across HR functions.



Efficiency and innovation remained central priorities for the HR department. A cross-departmental HR AI task force was created to explore emerging technologies, and more HR forms migrated to DocuSign, streamlining service delivery.



TU IS PEOPLE POWERED

Our campus-wide teams have hosted trainings at TU on topics from somatic breathing to Microsoft Excel. Training expansion is expected to continue, adding content on managing student workers and more. This expansion also includes a supervisor and administrative assistant track, with training hours tailored for specificity.

Together, these HR teams and initiatives form a cohesive unit dedicated to the well-being and success of our employees, ensuring that our organization remains a great place to work.

THE ROLE OF YOUR HR PARTNER

Towson University's Office of Human Resources utilizes a partner model, a best practice in HR, to deliver strategic support, expedite response times, and enhance customer satisfaction. HR partners, leveraging extensive experience, serve as a point of contact for strategic HR-related matters, offering services such as:

- Counsel and advice on policy interpretation and application of policies
- Guidance on faculty/staff relations, including performance coaching/counseling
- Consultations on resource strategies and organizational changes
- Advising on pay equity and job classifications
- Interpretation and administration of University policies and procedures

PUBLIC SAFETY

TU's Public Safety Department plays a vital role in ensuring the well-being of the entire campus community through comprehensive security measures, emergency preparedness, and responsive law enforcement services. During FY25, TUPD continued to prioritize filling vacancies while ensuring a safe and secure campus environment through strategic recruitment, community policing, and professional excellence.

CALEA Re-accreditation:

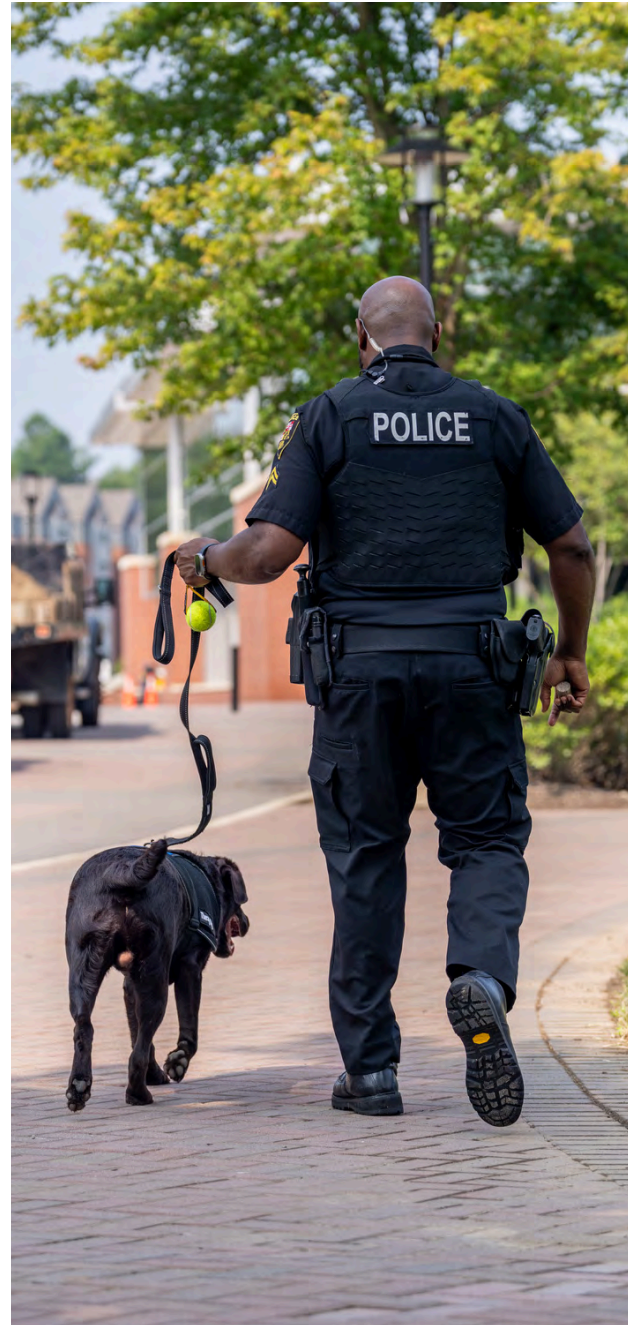
In March 2025, the department earned re-accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) after a four-year review, meeting more than 480 operational and administrative standards. The process included a rigorous on-site assessment with input from students, faculty, staff, and administrators. This marks the department's continued accreditation since 2013 and reflects the sustained commitment of every team member to performance excellence.

Campus Safety

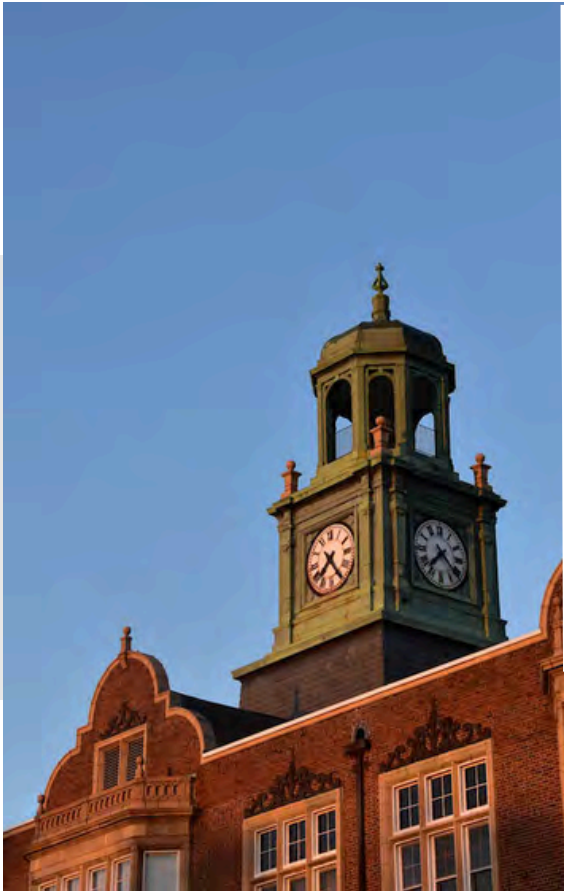
Campus safety remained a clear strength, with a 14% reduction in major violent crimes year-over-year, totaling nine fewer incidents. TU continues to maintain one of the lowest crime rates for institutions in the University System of Maryland.

Recruitment & Hiring

Recruitment efforts were strong, with more than 200 applications reviewed and 60 candidate interviews conducted in the latter half of FY2025. The department filled 16 positions and promoted six internal candidates, reinforcing TU's investment in career growth and professional development.



PUBLIC SAFETY



CRIME REDUCTION AND HIRING

CAMPUS SAFETY

Our Public Safety team achieved exceptional results in maintaining TU's reputation as one of the safest campuses in the University System of Maryland. The successful CALEA re-accreditation in March 2025 demonstrated our police department's commitment to professional excellence, meeting over 480 applicable standards through a comprehensive four-year process.

14% REDUCTION

IN PART 1 (VIOLENT) CRIMES

16 OFFICERS

HIRED



PUBLIC SAFETY

Access Control

The Access Control Unit, comprising the Central Key Coordinator, Lock Shop, Electronic Access Control, and CCTV Surveillance Cameras, completed a wide range of impactful projects in collaboration with departments across the University.

Central Key Coordinator

Key management efforts resumed in person, with 55 departmental audits completed and ABM Access Levels reorganized for greater clarity. Security protocols were strengthened through systematic oversight and improved accountability.

Lock Shop Operations

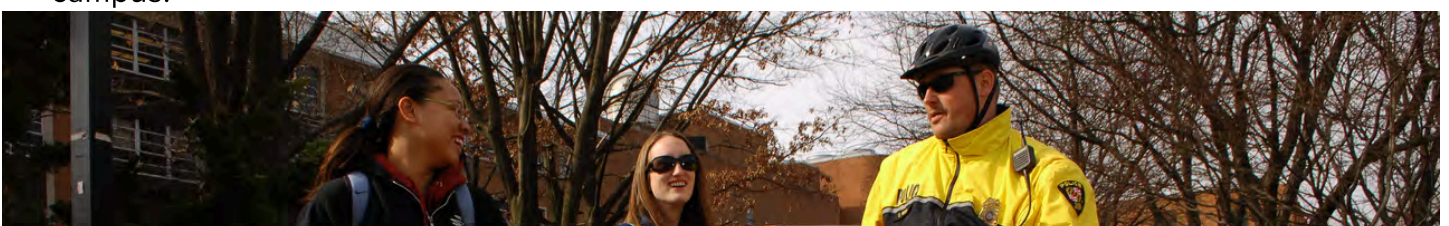
The Lock Shop fulfilled over 1,040 work orders, cut more than 2,900 keys, and installed or replaced over 3,000 lock cores across campus. Physical security systems for the Health Professions building were also successfully brought online.

Electronic Access Control

Team members advanced their technical expertise with Lenel Certification and completed a significant upgrade to the Lenel Access Control system. The launch of Lenel's web application improved management capabilities, while the Health Professions building came fully online with comprehensive electronic access.

CCTV Surveillance System

Campus surveillance was expanded with the installation of more than 700 new or upgraded cameras. Camera systems for the Health Professions and Glen Tower projects were activated, and Phase I of a new Video Management Software rollout introduced AI-enabled monitoring capabilities to campus.



PARKING & TRANSPORTATION

The Parking and Transportation team marked a year of achievement and innovation. Staff recognition included honoring Parking team member Chris Chott as a Top Tiger.

Transportation services maintained an on-time performance rate of over 85%, while secondary employment staffing supported events, resulting in measurable cost savings. Vehicle lookup capabilities were expanded to New Jersey, Virginia, and Pennsylvania, and Transportation staff were cross-trained to assist Public Safety during campus closures. Infrastructure improvements included the deployment of ParkLogix counting equipment in the Union and Glen garages. The team also sustained seamless event operations from May 16 through June 6, covering campus move-out and high school graduations.

Key Performance Metrics

The division recorded strong service outcomes, including 288,650 riders, an increase of more than 50,000 from the prior year. Operations supported 680 events, completed 200 charter services, issued 25,929 citations, closed 450 IT tickets, and responded to more than 80,000 customer service inquiries.



EMERGENCY PREPAREDNESS

Emergency preparedness services protect our campus community through proactive planning, training, and response coordination. Our team maintains campus readiness through hazard assessment, emergency exercises, incident planning, and multi-agency collaboration.

EMERGENCY PREPAREDNESS SERVICES

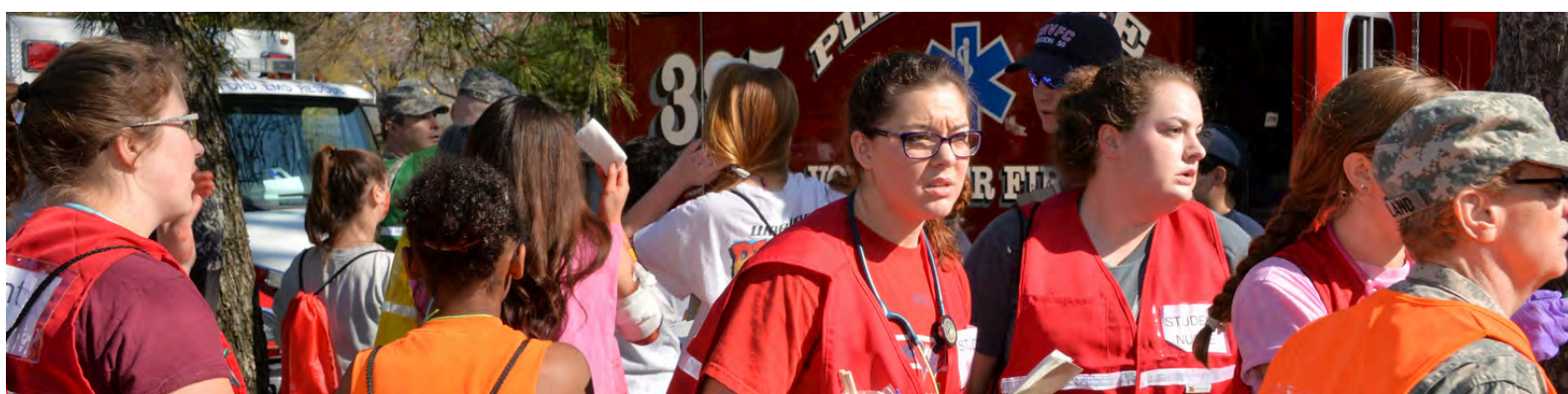
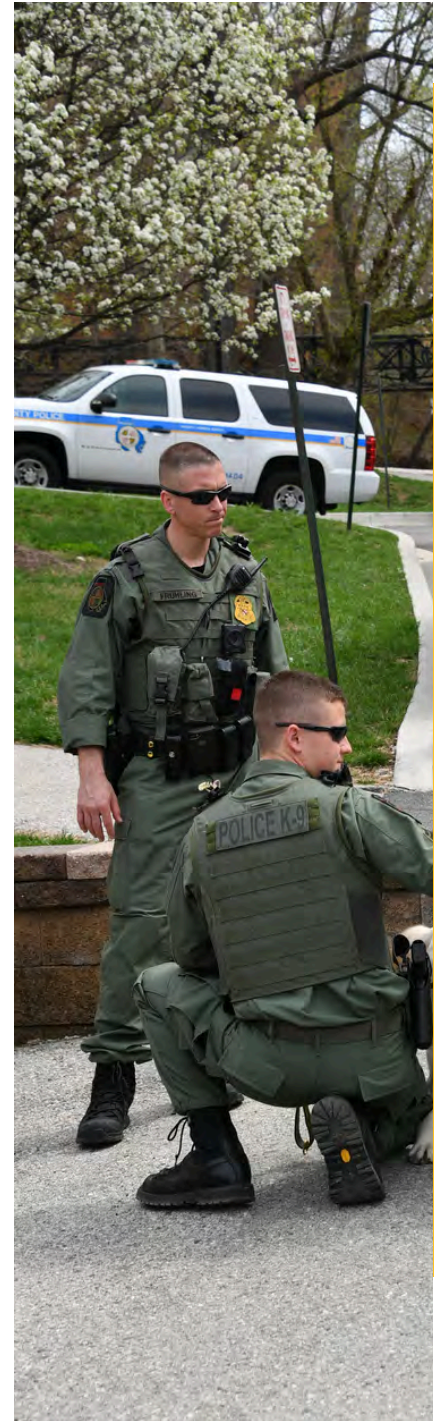
Emergency preparedness efforts safeguarded the campus through hazard assessments, training, and multi-agency coordination. A new Training and Exercise Program Manual was developed in line with USM policy and FEMA standards, and annual training goals were surpassed with 13 active-shooter seminars, three full-scale exercises, four tabletop exercises, and 46 fire safety drills—all completed by Spring 2025. A multi-agency chemical emergency exercise further strengthened readiness, guided by hazard and vulnerability assessments.

Incident Action Planning

The team authored more than 70 Incident Action Plans in 2025, with projections to exceed 100 by year-end. Plans supported coordinated responses for commencements, graduations, athletic events, student move-in and move-out, and Tigerfest.

Fire Safety Program Implementation

A new Fire Safety Program was launched with inspections across 60+ buildings, achieving a 90% completion rate for 2025. Standardized specifications for third-party detection, alarm, and suppression systems were established, ensuring NFPA compliance through coordinated inspections and oversight.





CAMPUS FIRE SAFETY TIPS

Time can save lives during a fire. If you see or suspect a fire on campus, remain calm and immediately activate the fire alarm pull station. University buildings should be immediately and totally evacuated whenever building fire alarms sound. Do not attempt to fight fires yourself; evacuate!

- Report fires by phone from a safe place outside the building
- Call 911 from any on- or off-campus phone or cell phone.
- For additional information regarding fire emergencies please refer to the campus Emergency Resources Guide or the Fire Emergency Policy.
- If you have any questions about fire safety guidelines, please contact the Department of Environmental Health and Safety at 410-704-2949.

Hospital Liaison Program & Family Assistance Center Initiative

Our teams successfully launched the Hospital Liaison Program in partnership with HRL and Student Affairs, training volunteer staff to respond to emergency incidents at local hospitals. We also established a Family Assistance Center to support families during campus emergencies, created and formalized information collection and reporting protocols for emergency incidents.

FACILITIES MANAGEMENT

In collaboration with University stakeholders, we strive to ensure that our facilities not only support the academic and operational needs of the institution but also align with TUs campus master plan and sustainability goals. Our team has achieved significant milestones this year, including the implementation of energy-saving initiatives, the completion of critical construction projects, and advancements in campus-wide utilities management.

Over the past year, the Division delivered significant progress in both capital development and sustainability initiatives. More than \$225 million in capital projects were actively managed, including the completion of design and bidding for the Smith Hall Addition and Renovation, and the advancement of the Science Complex retro-commissioning in partnership with the U.S. Department of Energy. At the same time, the university strengthened its leadership in sustainability, maintaining its AASHE STARS 3.0 Gold certification, achieving the highest campus recycling rate on record, and securing a \$5,000 STEP grant to support the Women in Facilities initiative. The Smart Labs program is also projected to generate more than \$100,000 in annual savings, underscoring the university's commitment to both environmental stewardship and operational efficiency.

Energy & Resources:

- Our energy initiatives received a \$95K BGE rebate for University Union HVAC and LED upgrades. Our teams automated 1,000+ outdoor pedestrian lights into a centralized system
- In FY25 we advanced to Phase III Campus Water Metering Project Implementation



POSTAL SERVICES

Our Postal Services team works hard to ensure packages and mail arrive at their intended destinations as efficiently as possible. In the summer of 2024, our team added 115 Towson University package lockers and 46 Amazon package lockers. In total, TU has 574 package lockers throughout campus.

In our commitment to providing opportunities for real-world experience to support postal operations, our office welcomes collaborations with multiple internal and external departments, including the Hussman Center for Adults with Autism and the Post-Secondary Functional Academic Learning Support Program (PSFALS).

WE ALWAYS DELIVER

Our teams achieved a 217% increase in interdepartmental package delivery (8,367 packages) and a 95% increase in student package processing (63,111 packages). We also increased our efficiency, as 76% of student packages were distributed via efficient locker systems.

Infrastructure & Staffing:

We expanded to 574 total package lockers campus-wide, achieving same-day retrieval for 50% of all packages. In addition, our teams also strengthened partnerships with the Hussman Center for Adults with Autism and the PSFALS program, offering them opportunities to learn at TU.



BUSINESS SUPPORT SERVICES

TU's Business Support Services team ensures the seamless operation of essential campus wide services and facilities. The team ensures that critical services are maintained, focusing on contractual oversight, financial management, budget development and management, and operational efficiency. Our team consists of the following:

The **Contract Services** unit oversees major campus-wide service contracts, managing contractual obligations for housekeeping, uniforms, pest control, waste and recycling, composting, and window cleaning. Effective management ensures that the campus remains clean, safe, and compliant with all service agreements, significantly contributing to the University's overall environment.

The **Facilities Business and Support** team is responsible for managing budgets across all Facilities operating departments, which includes processing invoices related to services, operations, and maintenance, as well as managing work order chargebacks. Additionally, this team supports procurement processes, oversees invoice management for capital projects, and coordinates with external funding sources while maintaining accurate financial summaries for campus projects.

Our **Parking, Transportation, and Postal Services (PTPS) Business and Support** unit oversees the financial and operational aspects of campus parking transportation, and postal services, which involves managing department budgets, coordinating marketing and communications efforts, and efficiently handling day-to-day financial transactions.

KEY ACCOMPLISHMENTS

01. Managed major campus-wide service contracts, including housekeeping, waste management, and facility maintenance
02. Coordinated financial management for capital projects totaling \$225M+
03. Streamlined procurement processes, reducing turnaround times
04. Enhanced vendor relationship management and contract compliance

ENVIRONMENTAL HEALTH AND SAFETY

The Environmental Health and Safety Department provides comprehensive environmental health and safety services to protect our students, faculty, staff, and visitors. Our team maintains a safe campus environment through hazard identification, safety training, emergency preparedness, and regulatory compliance.

In FY25, the EHS team further advanced its commitment to workplace and environmental safety through several key initiatives. Our EHS team launched a new Heat Stress Program to enhance worker protection. At the same time, the Maryland Department of the Environment (MDE) approved both an updated Stormwater permit and the successful completion of a Hazardous Waste Inspection. Institutional Biosafety Committee changes were implemented in accordance with NIH requirements, and more than 30 Facilities Management staff received training through an updated in-house Confined Space Entry Program. The team also responded effectively to multiple hazardous material spills, maintaining campus safety.

Safety Training and Campus Compliance

Safety training and compliance efforts were significantly expanded, with fit testing conducted for over 600 students, faculty, and staff, and more than 2,500 training completions facilitated through the SafeColleges/Vector Solutions platform. To support compliance and best practices, over 50 safety program documents and forms were created or updated. Additionally, more than 350 mold samples were collected across campus, strengthening monitoring capabilities.



CROSS COLLABORATIVE INITIATIVES

The Division's collaborative approach continued to strengthen campus operations through intentional partnerships across academics, research, technology, and emergency preparedness.

In coordination with Athletics, Housing & Residence Life, and other campus departments, the team supported more than 680 events, including commencements, NCAA competitions, and high school graduations, while ensuring smooth operations during peak campus activity. Academic and research collaborations expanded as well, with joint efforts alongside the Fisher College of Science and Math and the U.S. Department of Energy on the Smart Labs initiative, as well as coordinated support for the activation of the new Health Professions building.

Regionally, the Division deepened its ties with Baltimore County law enforcement and emergency teams, advancing joint training exercises, information-sharing protocols, and overall emergency response capabilities. In the area of technology and innovation, partnerships with OTS drove major system transitions and fostered crossdepartmental projects designed to streamline operations and prepare the campus for future needs



STRATEGIC PRIORITIES

Division



PLANNING AHEAD

Looking ahead to FY26, our Division is implementing strategic improvements to enhance service delivery. Key initiatives include reducing response times across all departments, completing the transition to the Offstreet payment platform for improved user experience, and strengthening interdepartmental communication protocols to ensure seamless coordination.

Campus safety remains a fundamental priority through continued proactive policing strategies that have demonstrated measurable success. The Division also aims to enhance security capabilities through the modernization of video management systems, incorporating AI-enabled features, and expanding comprehensive emergency preparedness training programs across the campus community.

Infrastructure and sustainability objectives are being addressed through systematic development and implementation of Campus Master Plan 2025 milestones and accelerated decarbonization projects outlined in the Sustainability & Climate Action Plan. Major construction initiatives, including the renovation of Smith Hall, represent significant investments in the university's physical infrastructure and long-term capacity.

STRATEGIC PRIORITIES

Department Specific

OUR FUTURE STRATEGIES

Our future workforce development strategies focus on strengthening recruitment processes for critical positions while expanding professional development opportunities that support employee growth and institutional advancement. The Division's commitment to diversity, equity, and inclusion continues to guide hiring practices and workplace culture initiatives.

Operational efficiency improvements include the deployment of new technologies, such as automated vehicle counting systems, and the completion of comprehensive building inspection programs, as well as process optimization designed to enhance service delivery through strategic automation.



FACILITIES MANAGEMENT

Facilities Management will play a central role in the university's future growth and sustainability. Priorities include executing the development, adoption, and phased implementation of Campus Master Plan 2025, advancing key initiatives under the Sustainability and Climate Action Plan, and completing development of the comprehensive Campus Decarbonization Plan. These efforts will ensure the university meets its long-term goals while supporting the evolving needs of students, faculty, and staff.

PUBLIC SAFETY

The Office of Public Safety will continue prioritizing a safe and prepared campus community by achieving full completion of emergency preparedness training requirements across all divisions. The integration of advanced security systems in the new Health Professions building will further strengthen campus infrastructure. At the same time, expanded community policing initiatives will enhance engagement and trust between officers and the university community.



HUMAN RESOURCES

Our HR team's priority for FY26 is implementing targeted initiatives, including a campus-wide mentorship program, integration of well-being resources across HR functions, identifying opportunities to leverage AI, and expanded leadership training programs for department chairs and faculty to strengthen institutional capacity and effectiveness.

SUPPORTING UNITS

Our support, comprising of EHS, Business Support, and our Communications Specialist, aim to modernize internal operations to better serve the campus community. Team priorities include enhancing contract management and procurement processes for improved efficiency, advancing university-wide safety training and compliance programs, and expanding communication channels. These initiatives will strengthen service delivery, foster accountability, and ensure the Division remains responsive to the university's evolving needs.



Our efforts, grounded in collaboration, communication, and accountability, have laid the foundation for continued success in FY26. We are confident in the strength of our teams and the alignment of our goals. Together, we will explore ways to build on our successes and continue supporting the safe and efficient operation of the TU campus

CONTACT US



Phone

(410) 704-2000



Website

<https://www.towson.edu/operations/>



Office Address

7720 York Road, Towson, Maryland

