

Asset Management

A. Goal

The goal of the policy is to ensure each employee has suitable assets to perform their assigned responsibilities while also providing prudent stewardship of SPH resources and asset life-cycle management.

SPH will centralize asset purchases to streamline procurement, guarantee hand off to various asset/inventory systems, and help manage SPH's life cycle of assets, ensuring proper redistribution and/or decommissioning of assets.

SPH will create an electronic asset management system to maintain an inventory of SPH owned assets. The information collected will be used for many purposes including to establish metrics in order to formulate realistic budgets, analyze total spending, track warranty periods, and prepare for timely replacement of equipment. These metrics will also serve to help SPH regulate purchasing with data showing equipment in need, versus equipment in surplus. This inventory repository will enable SPH to enforce a "due process" for future purchases, which will help keep the school a more uniform and consistent place to work, and be help us be financially sound, with vetted, with an approved selection of assets.

B. Approach

SPH will take steps over time to roll out a system to collect and maintain asset information. We will use a practical approach to handle the relatively small volume and diversity SPH handles on a yearly basis. Technology will be used as much as possible, but taking physical inventory will be necessary to understand current assets. After collection cycles, we will analyze the condition and projected usefulness of each type of asset. With a clear understanding of the inventory of assets, and their life-cycle, we will deploy a strategy to be proactive rather than reactive with purchasing, and decommissioning our assets. Asset management take years of hard work to pay off, with scheduled data collection, on-going analysis and organization buy in. There is a big push to up front with data collection, and a significant investment of time to continue the process. SPH is dedicated to starting this process on or around January 2nd, 2019.

Faculty and staff have been provided suitable assets as part of employment. New hires typically trigger a procurement process. This procedure starts with determining needs of each individual, and selecting assets from preferred vendors. The categories of assets are/will be paired to employees based on their roles and result of on-going analysis of collected data. Armed with this information, we will continue to select vendors to be elevated to be "preferred" when they work with BU Sourcing to provide benefits for our relative exclusivity. Most benefits include pricing, and dedicated customer service representation. Purchasing product (assets) from a set of preferred vendors help create a consistent workplace that affords SPH quicker and better support.

Replacement faculty/staff typically take on existing hard assets. This includes but is not limited to office furniture, specialized equipment, computer hardware, and licensing (software). As older assets are decommissioned and newer assets are acquired, the original equipment that has met its life-cycle end, will be disposed of in an environmentally friendly way. If an asset is being replaced/renewed and still is

useful after a review of its condition and performance, it is often absorbed by the department that acquired it. This is a normal behavior, and will invoke an "asset update" activity. If the department in possession of a viable asset does not wish to redeploy it, SPH will try it best to redistribute the asset, or store it until it may be used.

The ability to pull a list of assets (report) used by an individual in real time will be part of the rollout. When faculty/staff terminate employment, all assets used by them remain property of SPH, and if assets have been removed from campus, they shall be returned to SPH prior to last day of employment. Replacement faculty/staff typically take on existing hard assets. This includes but is not limited to office furniture, specialized equipment, computer hardware, and licensing (software). New faculty/staff position hires often trigger a procurement process. Older assets are decommissioned as newer assets are acquired, if deemed viable, the original equipment is often absorbed /redeployed within the existing department. Or, if the current user/department redeployed, after re-imaging by BUMC IT, to other departments within SPH. When faculty/staff terminate employment, all assets, remain property of SPH, and shall be returned to SPH prior to last day of employment.

It is important to note that all computers purchased or reimbursed with SPH funds (grants included) remain the property of SPH until disposed of through the BUMC IT recycle program. Any asset that has been taken off campus, must return to SPH. Computer assets do not become a gift, or property of the current user at the termination of grants, nor with the procurement of new assets.

C. Process

The core process of maintaining SPH's asset management system can be broken down into 4 sections. Planning, Purchasing, Maintaining and Disposing. Each of these sections will be highlighted in this document.

1. Planning

We all have the ability to plan. Departments know when they are hiring and will need to provide assets for new hires. This is an example of reactive planning based on an immediate need. Planning within an asset management arena is more about big picture and being proactive. Being able to forecast both the need to provide assets to a new hire in the future, and understand the need to replace existing assets as the life-cycle/warranty of an asset comes to an end are part of this bigger picture. Budgeting and planning on purchasing new assets simply because of the age of the equipment is not common among SPH departments. Our existing asset information proves that. About 34% of the SPH computers used on a daily basis are out of warranty. At the individual level, using a computer out of warranty isn't that big of a deal. Many computers will and do function well past the warranty period. The challenge however is financial exposure and liability. The big picture is, (SPH as a whole) should something occur that requires the replacement of computer assets that can't be fixed due to warranty status, and we have ~200 (34%) of our day to day resources that need to be replaced. Not only is this a now hugely expensive (200 units X ~\$2000 = \$400,000), the 2+weeks it takes to procure and image and deliver is extended to 4-6 weeks due to the sheer size of the order, and we have 200 faculty/staff now working for a solid month with less than adequate equipment. This warranty issue would not exist if we planned appropriately to replace equipment within our departments, as a matter of procedure, solely on warranty expiration.

2. Purchasing

The process of purchasing will begin with form Asset Management Request. This online form will be required to be filled out, in order for a shopping cart to be created. The form will incorporate drop-down answers to qualify answers and perform logic to ask relevant questions. This form will also be used to validate cost center / grant status by the Finance and Admin department, as well as serve as a mechanism to have archive data (hard drives), and have BUMC IT responsibly recycle (in the case of computer assets and in the case of other assets as appropriate).

3. Maintenance

Maintenance refers to the asset information within the asset management system. Information about assets is dynamic. The collection of current asset information, and those methods to do so make up the Maintenance section. The user of assets can and does change over the life-cycle of an asset. The location can change, the purpose or function may also change as does the value and performance of the asset. Having a system that keeps the current location, owner, health, operational status and other key information about assets up to date, is part of having useful data.

Providing reports to departments on the status of the equipment being used by them is paramount to planning and purchasing the right equipment. A topline report that shows assets that will be out of warranty in the next 3-6 months will put us all in a position to replace with no downtime. A report that shows how many of our computers are currently in use, and do not have a compliant warranty will make us aware of your department's exposure and liability. These simple reports are low hanging fruit that will give back immediately to SPH.

Keeping this information accurate, and accessible is key to everything. That is done with scheduled "asset updates." This is done now electronically for computer assets and will be physically completed for assets that cannot be recorded electronically on a regular basis.

4. Disposing

Depending on the type of asset, disposing of assets is different. Part of the computer planning and purchasing includes providing the asset's BUMC asset tag # of old equipment on the Asset Management Request form. Additionally, form Asset Management Request will also ask about data archiving and hard drive wiping, prior to destruction. Typically, when new computer hardware is delivered, the same tech can take the old hardware with them to be recycled. Not all equipment is replaced strictly due to warranty expiring. With respect to technology, if evaluation of the asset proves it to be viable, SPH will try to match it with an existing need, and after re-imaging it, immediately re-deploy it within the SPH community.

Furniture and other durable goods should also be evaluated to determine if it is viable and if it can fit an existing SPH need or potentially be stored if the need will come up in the near future. Both categories of assets may also be eligible for donation or other alternatives to throwing away or recycling.

D. Asset management and purchase process

1. All units will do an annual asset review. This will coincide with the calendar year and will be conducted in partnership with the Manager of Facilities and Operations at SPH. The Manager of Facilities and Operations will initiate the process by sending all unit managers an asset review based on asset records and with the unit manager will both review and update and plan for the coming calendar year. The collection cycle will be for physical assets, sometimes called hard or fixed assets, and includes computers, furniture and equipment, and excludes office supplies/consumables in general. For example, laptops, printers, desks, task chairs, iPads (tablets), mobile phones, are all hard assets that will be tagged and tracked, but a stapler, hole puncher, printer paper and toner, clipboards and the like will not be included. In general, office supplies/consumables (paper, toner, staples, pens, etc.) should be managed internally by departments as need be, for their own inventory and ordering practices, but will not be included in the asset management system.
2. For any new asset need, the unit manager will start the process by filling out online form Asset Management Request [located here](#) with the following information: Department, purchaser email, recipient email (if different), cost center or grant ID, asset type, capital or non-capital asset, description/detail, and timeline. Also, include any existing equipment being replaced or repurposed, including any identification the BMC/BUMC asset tag. Will this existing asset be redeployed within department/school? To whom? These questions will be present on the form. Does your cost center have funding in the appropriate GL for this purchase? These questions will need to be answered to move to the next step.
3. Shopping cart is created by the Manager of Facilities and Operations, and submitted on behalf of the requestor. Confirmation of order, and shipment will be sent to both purchaser's and recipient's emails, and if a computer asset, sent to BUMCHELP to create an IT service ticket.
4. When computer assets arrive at 801 Mass Ave, the computer will be imaged, encrypted (if laptop), inventoried and tagged, and any special instructions listed in the IT service ticket will be executed.
5. IT will deliver the asset to the recipient listed in the ticket, as well as recover the existing asset to either, recycle, or to wipe, re-image and redeploy with the same department or other SPH department.
6. Pending a performance evaluation, assets may be recycled, donated, re-deployed, or discarded. Each type of asset will have its own performance criteria. Any additional costs involved with disposing of assets are the responsibility of the current user (an example is lab equipment that may need to be decontaminated prior to being released). The electronic recycle program maintained by BUMC IT is well established, and will be used for assets cleared to be recycled.
7. SPH recommends selecting from the following list when making a request for purchase. This list is comprised of preferred devices by BUMC IT and [available here](#). Having uniformity will allow SPH to have spares, and enable support to be more familiar with our products, as well as solutions to common issues that may arise. All selections are normally paired with a single or dual 22" monitor(s). Grant purchases, and other specific need purchases will be processed on a one on one basis.

E. Office/furniture assets

Starting in 2015, SPH has focused on the selection of furniture to choose from when replacing furniture. SPH's selection comes from 2 Kimball lines that provide a subtle, varied look, and deliver all necessary functionality. Maintaining 2 lines, keeps the visual theme of the school consistent and by working with BU Sourcing, SPH is offered a substantial discount on Kimball offerings. SPH maintains a binder of qualified Kimball brochures lines for viewing that are kept in the SPH Facilities and Operations Managers office.

F. Instructional/medical instruments and equipment used in grants/classrooms

Lab equipment, environmental data collecting devices, and other specialized equipment will be dealt with on a case by case basis.