



## **The 2013 Efficiency Advisory Committee Report**

Compiling the operational efficiency plans for Ohio's public institutions of higher education

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*Prepared by the Chancellor of the Ohio Board of Regents*

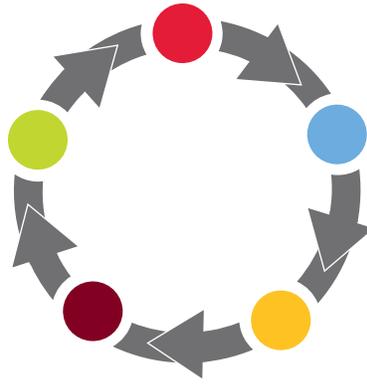
**Ohio**

**Board of Regents**

University System of Ohio

John R. Kasich, Governor  
John Carey, Chancellor





**Amended Substitute House Bill 59** tasks the Chancellor of the Ohio Board of Regents with establishing an Efficiency Advisory Committee composed of members from each of Ohio’s public institutions of higher education, the purpose of which is to generate optimal efficiency plans for campuses, identify shared services opportunities, share best practices, and explore methods for reducing the costs of textbooks and other education resource materials for students.

The Efficiency Advisory Committee is required to provide a report to the Office of Budget and Management, the Governor, and the General Assembly, compiling the operational efficiency plans for all institutions of higher education, as well as benchmarking efficiency gains realized over the preceding year and progress made in implementing the prior year’s efficiency plan.

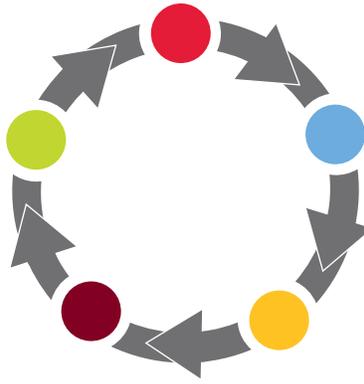
In accordance with this provision, the Chancellor and Board of Regents staff, along with state institutions of higher education, the Inter-University Council of Ohio (IUC) and the Ohio Association of Community Colleges (OACC) prepared the following report.

### **Historical Perspective**

Our University System of Ohio institutions are continuously seeking new efficiencies and ways to reduce cost. This report not only provides a snapshot of the efforts being realized by institutions as efficient practices in 2013, but also gives a historical perspective of the efforts undertaken prior to 2013. The ultimate goal of every institution is to attain maximum outcomes, with little to no waste of time, human capital, or monetary assets.

With this mandate from the legislature, the committee felt it was important to include historical efforts of the institutions, as opposed to merely including the accomplishments of 2013. The 37 member institutions, all represented on the committee, were then given the opportunity to resubmit their 2013 efficiency reports with historical accomplishments included. The resubmission produced results from 25 of the 35 initial submissions, and the data is included within this report. Throughout the data, the column of efficiencies accomplished in 2013 is collected based on the original 35 of 37 submissions, and the column containing historical efforts is the data from 25 of 37.





## Overview

When we talk about efficiency, we mean more than just shared services or energy improvements. We're also talking about new methods of course delivery, redesigning models of instruction, and developing ways to graduate students more quickly and affordably. Ohio has been recognized as a leader in these areas by organizations such as the Lumina Foundation and Complete College America. Ohio's institutions of higher education have long recognized the benefit of restructuring how they operate in order to meet the growing demand for services with sometimes limited resources.

Ohio has instituted several cost-cutting initiatives designed to improve efficiency throughout the state's higher education system. These initiatives include a statewide shared purchasing consortium, statewide cost-savings collaborations across multiple institutions, and efficiency-oriented formulas for distributing public funds. State colleges and universities identified key priorities, developed strategic plans, adopted cost-containment practices, and implemented best practices. As a result, campuses reported a combined savings of \$322 million in FY2005 and FY2006. The state mandated an additional 1 percent efficiency savings in FY2008, and 3 percent increases in FY2009, FY2010, and FY2011. Campuses reported more than \$186 million in efficiencies in FY2008, \$200 million in FY2009 and \$200 million in FY2010. (*Four Steps to Finishing First in Higher Education*, Lumina Foundation for Education: [http://www.luminafoundation.org/publications/Four Steps to Finishing First in Higher Education.pdf](http://www.luminafoundation.org/publications/Four_Steps_to_Finishing_First_in_Higher_Education.pdf))



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Many of the institutions have made efforts to streamline everyday operations. Most, if not all, are installing more efficient and cost-effective lighting and HVAC systems, as well as reorganizing administrative and back-office functions. A wide variety of computer and technology upgrades, along with shared purchasing agreements for IT equipment and services, have provided cost savings while modernizing and revamping office functions and services to students. Several institutions have also reported additional collaboration and shared service agreements with other institutions and local community partners in areas such as printing and security services.

## The Capital Budget

Early in 2012, Gov. John Kasich called on the state's 37 public college presidents to put aside their previous formula-driven process for dividing the state's capital construction budget and instead work together to develop a single list of recommendations to identify the true needs of the entire system, rather than the needs of individual institutions. The process resulted in unprecedented cooperation and was widely regarded as a success. That process was repeated in 2014, with the institutions once again working together on a capital budget that prioritized each campus' needs.

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## Insurance

A study by the Mercer Group indicated that pooling healthcare insurance purchases among Ohio school districts and institutions of higher education could result in savings of up to \$318 million, or about 6 percent in costs, over a two-year period. (*Beyond Boundaries*, June 2012: <http://www.beyondboundaries.ohio.gov/documents/BeyondBoundaries-6.14.12released.pdf>)

Many state-supported institutions have formed shared services partnerships and participate in cost-saving consortiums such as IUC's Insurance Consortium and Purchasing Group and OACC's Utility Management and Risk Management and Insurance programs.

## IUC-Insurance Consortium

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Since 1994, most of Ohio's public universities have purchased their property and casualty insurance on a group basis. The IUC-Insurance Consortium (IUC-IC) formalized its pooling in 2006 and created a Board of Governors. The Board of Governors is composed of representatives from each university and is the decision-making body for insurance issues relating to group programs. There are three committees that report to the Board of Governors: Underwriting, Loss Control, and Audit. Underwriting and Loss Control have representation from each university. In 2009, a director was hired to coordinate the activities of the IUC-IC and act as a facilitator to other IUC committees and university departments to address insurance and risk-related issues. (<http://www.iuc-ohio.org/group-purchasingshared-service/iuc-insurance-consortium>)

## **IUC Purchasing Group**

The Inter-University Council Purchasing Group of Ohio, frequently called the IUC-PG, is a purchasing consortium composed of the purchasing officers of the State of Ohio institutions of higher education. The organization has 85 members from the 14 state universities, 14 community colleges, nine technical colleges and 48 private educational institutions.

The IUC-PG was formed to achieve standardization of requirements, standardize methods of operation, and to allow procurement at optimum quantity discounts. The purchasing officers were also charged with the creation of price agreements (PA) for use by the members. The IUC-PG normally meets every other month to make price agreement award decisions. (<http://www.iucpg.com/home-modules/registration>)

## **OACC Risk Management & Insurance Program & Utility Management Program**

Launched in November of 2011, the Risk Management and Insurance Program allows Ohio's community colleges to collaborate with each other to mitigate risk in an effective and cost-efficient manner, allowing institutions to take advantage of economies of scale to spread risk, offer innovative solutions, and save money.

The Utility Management Program has placed many of Ohio's community colleges on either a natural gas or electricity savings program. According to the OACC, the electric energy management program savings over two years are \$887,240, while the natural gas management program savings over two years are \$300,000, for a total savings of \$1,187,240. (OACC: <http://www.ohiocommunitycolleges.org/public-subpage.php?s=strategic-sourcing-initiative>)

## **Rx Ohio Collaborative**

The Rx Ohio Collaborative (RxOC) is an expanding benefit initiative, made available to all Ohio public sector institutions in 2009, for employers and employees to save on prescription drug costs. In collaboration with its pharmacy benefit manager, Express Scripts Inc., and Ohio-based industry experts — including those at The Ohio State University — the RxOC acts as a “think tank” to improve cost and clinical outcomes through innovation and leveraging collective size. Participating employers, regardless of size, have access to the same pricing for prescription drugs as the original participants, as well as innovative prescription drug programs and best-practice information, all while retaining independent decision-making, contracts, and 100 percent of the rebates from pharmaceutical companies. The four institutions originally involved were on track to save \$300 million in the first year (2009), an amount not initially estimated to be achieved until 2011. (*The Ohio State University, 2009 June 29: <http://www.osu.edu/news/newsitem2473>*)

## **OH-TECH**

The Chancellor has established the Ohio Technology Consortium (OH-TECH), which functions as an umbrella organization for Ohio's statewide technology infrastructure. The consortium includes the Ohio Academic Resources Network (OARnet), the Ohio Supercomputer Center (OSC), OhioLINK, eStudent Services, and the newly established Research and Innovation Center.

### **OARnet**

OARnet delivers technology-based solutions that reduce costs, increase productivity, and improve customer service – and has done so since 1987. As a division of OH-TECH, OARnet serves Ohio's education, health care, public broadcasting, and government communities. OARnet's driving principles are to increase access to affordable broadband service, reduce the cost of technology through aggregate purchasing, and maximize shared services opportunities. OARnet's fiber-optic backbone stretches more than 1,850 miles, thereby lowering broadband access cost. On behalf of its members and clients, OARnet negotiates volume purchase prices for software, hardware, and/or network services. By centralizing technology hardware, software, and network requirements needed to support the overall community, OARnet reduces the cost of service delivery. Offerings include a network operations center, co-location, emergency web hosting, and cloud computing.

### **Ohio Supercomputer Center**

The Ohio Supercomputer Center is a statewide resource that provides supercomputing services and computational science expertise to Ohio university researchers as well as Ohio industries. OSC has provided these services for over 20 years, and in fiscal year 2011, it was estimated that Ohio researchers that use OSC have won more than \$140M of research funding for Ohio – a return on investment of 24:1.

### **OhioLINK**

The Ohio Library and Information Network, OhioLINK, is a consortium of 90 Ohio college and university libraries, plus the State Library of Ohio, that work together to provide Ohio students, faculty, and researchers with the information they need for learning, teaching, and research. Serving more than 600,000 students, faculty, and staff, OhioLINK's membership includes 16 public/research universities, 23 community/technical colleges, 50 independent colleges, and the State Library of Ohio.

Together, OhioLINK and its member libraries provide access to nearly 50 million books and other library materials; more than 100 electronic research databases; millions of electronic journal articles; more than 81,000 e-books; thousands of images, videos and sounds; and more than 39,000 theses and dissertations from Ohio students.

## **eStudent Services**

eStudent Services was created upon the foundation established earlier by the Ohio Learning Network (OLN). A consortium of 55 Ohio public and private colleges, OLN was created in 1999 to expand access to learning opportunities. Its mission focused on enhancing the capacity and effectiveness of colleges and universities to employ technology in instruction and research. In 2012, OLN was restructured and enhanced with added resources to create eStudent Services. Currently, eStudent Services is implemented through three major programs: eTutoring, ilearnOhio, and the OhioLearns catalog.

## **Performance-Based Funding**

Building on the success of the process implemented for Ohio's higher education capital budget, Governor Kasich charged then-Ohio State University President E. Gordon Gee with recreating the collaborative process from the capital budget and again bringing college and university presidents together to develop a single, unified recommendation for funding the operations of Ohio's public two- and four-year institutions. Their goal: incentivize institutions to do more than simply enroll more students, by also helping those students actually graduate.

Working together in the fall of 2012, Ohio's two- and four-year institution presidents developed a set of funding recommendations that encourage colleges and universities to embrace more innovative practices and help students succeed and graduate. The result was a new performance-based funding system for Ohio's public higher education institutions.

The state budget for FY 2014-15 (HB 59) included this new funding formula that ties state higher education funds to successful student outcomes. For four-year schools, the share of state funding tied to student graduation increased from 20 percent to 50 percent. The provisions in this bill reflect the work of Ohio's community college presidents, who recently finalized recommendations for the coming fiscal year that will base all of their state funding on successful course, degree, and certificate completions, rather than course enrollments. As a result, in a period of just two years (FY13 to FY15), Ohio's community colleges will go from being funded almost entirely based on earmarks and student enrollment to being funded 100 percent based on successful student outcomes.

With the adoption of this new formula, Ohio will complete the transition to a higher education funding formula for all public institutions that is entirely performance based. Ohio will now lead the nation in incentivizing its public colleges and universities to ensure student success.

## **Providing Distance Education Across State Lines**

The use of technology on Ohio's college campuses is changing rapidly, and the University System of Ohio has been looking at ways to provide students with greater access to distance education programs. A wealth of learning opportunities exists for adult learners and teachers, including various modes of "distance learning" that take place outside the traditional classroom. To take full advantage of this emerging technology, the Ohio Board of Regents is pursuing the ability to enter into an interstate reciprocity agreement with the Midwestern Higher Education Compact for the purpose of allowing post-secondary institutions to deliver distance education in and outside of Ohio.

## **Credit Transfer**

By building a comprehensive credit transfer system, the University System of Ohio is helping students customize an educational pathway that fits their needs and budget.

Knowing in advance that the courses and programs taken at one of Ohio's public institutions will transfer around the state gives students the flexibility to choose lower-cost and more convenient options. Students are able to accumulate credits from an inexpensive community college or branch campus prior to transferring to a four-year university.

In addition to saving money, students who take advantage of the new transfer system are more likely to excel academically and graduate with a bachelor's degree.

## **Making College Credit More Accessible**

Establishing a new academic or training program can be an expensive, time-consuming process, and student demand or local industry needs may not be enough to justify the cost and effort associated with building an entire new curriculum from scratch. Through the University System of Ohio's Course and Program Sharing Network, institutions will be able to efficiently respond to the demands of their local educational marketplace while controlling the costs of new curricula development.

The Course and Program Share Network partnership model would allow two or more institutions to work in collaboration to deliver programming in order to meet a specific business or industry need.



## Category: Academic Efficiencies

**Academic Efficiencies** improve cost of degree, time to degree, quality, program structure, delivery and associated benefits and compensation.

According to the Lumina Foundation, to increase higher education’s capacity to meet national needs, policymakers and higher education leaders must embrace lower-cost, high-quality academic delivery models. Colleges and universities must implement cost-effective practices that support accelerated completion by creating clearly defined pathways toward degrees and credentials that limit course options, allowing students to complete segments of failed courses, and simplifying credit transfers. Institutions also should offer students multiple opportunities to earn credits for demonstrating their prior acquisition of knowledge and skills. *(Four Steps to Finishing First in Higher Education, Lumina Foundation for Education: <http://www.luminafoundation.org/publications/Four Steps to Finishing First in Higher Education.pdf>)*

### Academic Efficiencies (General)

HISTORICAL DATA (Number of schools implementing efficiency before 2013)		TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
OOOOOOOOOO	11	Program Sharing & Partnerships w/ other Higher Ed. Institutions	21	OOOOOOOOOO OOOOOOOO
OOOOOOOOOO	11	Program Sharing & Partnerships w/ Secondary Education Programs	3	OOO
OOOOOOO	7	Alternative Education Program Sharing w/ Career-Tech Schools	15	OOOOOOOOOO OOO
OO	2	Research Collaboration & Partnerships	4	OOOO
OOOOOOOO	8	Community Program Partnerships	13	OOOOOOOOOO
OOOOOOOOOOOOOO	14	Dual-Programs w/ other Higher Ed. Institutions (i.e. articulation agreements)	5	OOOOO
OOOOOOOOOOOO	12	Dual Enrollment Programs w/ Secondary Education Programs	7	OOOOOOO
OOOOOOOO	8	Online Programming & Delivery	11	OOOOOOOOOO
OOOOOOO	6	Curriculum Changes	10	OOOOOOOOOO
OO	2	Professional Development & Partnerships	6	OOOOOO
OOO	3	Supervision/Evaluation of Staff	6	OOOOOO
OOOOOOO	7	Evaluation of Programs	6	OOOOOO

<u>HISTORICAL DATA</u> (Number of schools implementing efficiency before 2013)		<u>TYPE OF EFFICIENCY</u>	<u>NEW DATA</u> (Number of schools implementing efficiency in 2013)	
OOOOOOOOOO	9	Department Restructuring	19	OOOOOOOOOOOOOOOO OOOOO
OOOO	4	Faculty Coaching or Mentoring	5	OOOOO
OOOOO	5	Other Academic Efficiencies	16	OOOOOOOOOOOOOOOO OO

**Highlights: Academic Efficiencies (General)**

- **Bowling Green State University** is partnering with North Star Aviation so that NSA will begin providing the flight training/instruction portion of BGSU’s aviation program; this also resulted in the sale of university-owned airplanes to North Star Aviation for \$800,000.
- **Shawnee State University** reorganized its college structure to achieve equalized workloads between academic departments.
- **Miami University** has implemented an academic reorganization, with a budget reduction of \$750,000.
- **The University of Akron** has consolidated two of its colleges, merging Creative and Professional Arts with Arts and Sciences and Nursing and Health Sciences with Human Services.
- The **University of Cincinnati** has participated in space utilization in which the College of Education, Criminal Justice, and Human Services found efficiencies through improved use of a computer lab. This led to a reduction in instructional cost totaling \$67,500.
- **The University of Toledo** and the **Medical University of Ohio** have merged to become one. This has saved the University a total of \$187 million to date.
- **Clark State Community College** has collaborated with **Rhodes State College**, **Ohio Hi-Point Career Center**, and **Wright State University**, among others, for various program offerings, which enables them to streamline their course and program offerings and serve more students in a more effective and efficient manner.
- **Washington State Community College** is collaborating with Marietta Memorial Hospital and Marietta College for the school’s health program’s use of a family of simulators.

## Student Learning-Centered Efficiencies

HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
OOOOOO	6	Student Services (i.e. enrollment/ recruiting services, scheduling software)	23 OOOOOOOOOOOOOO OOOOOOOOOOOO
OOO	3	Student Coaching or Mentoring Programs	6 OOOOOO
OOOOOO	6	Career & Pathway Services (i.e. academic counseling, transfer services)	5 OOOOO
OOOOOO	6	Textbook Selection & Purchasing/ Renting Options	15 OOOOOOOOOOOOOO OOO
OOOOOOOOOO	9	Tuition & Fees (i.e. costs or delivery changes)	7 OOOOOOO
O	1	Other Student Services Efficiencies	3 OOO

### Highlights: Student Learning-Centered Efficiencies

- **Hocking College** is partnering with third-party vendor Ed-Map for hard copy and e-books for textbooks, which will provide significant savings to students.
- **Columbus State Community College** realigned financial aid practices to reduce over \$1 million in bad student debt.
- **Bowling Green State University** reduced graduate assistantships and fee waivers, creating a savings of \$6 million.
- **Lakeland Community College's** Holden University Center served 586 students, with six university partners offering 14 programs. The Center provides access to advanced degrees for students constrained by time and distance.
- **University of Cincinnati** implemented a comprehensive textbook savings program to include textbook rentals, used book sales, and buyback programs. The estimated savings to students was about \$2 million.
- **Miami University** implemented a virtual enrollment center, creating a savings of \$500,000.
- **Eastern Gateway Community College** collaborated with OhioMeansJobs in the co-location of an office to help students learn to interview, prepare a resume, conduct job searches, and other career services.
- **Northwest State Community College, Terra Community College, and The University of Toledo** entered into an agreement for a workforce development consortium.



## Category: Administrative Efficiencies

**Administrative Efficiencies** enhance university operations, including anything from landscaping to payroll to travel, and other non-student-related institutional functions that influence cost and time to degree.

### Administrative Efficiencies (General)

<b>HISTORICAL DATA</b> (Number of schools implementing efficiency before 2013)		<b>TYPE OF EFFICIENCY</b>		<b>NEW DATA</b> (Number of schools implementing efficiency in 2013)
OOOOOOO	7	Human Resources Efficiencies & Partnerships	22	OOOOOOOOOOOO OOOOOOOOOO
OOOO	4	Human Resources Staff	9	OOOOOOOOO
OO	2	Staff Contract Negotiation	6	OOOOOO
O	1	Contract Management	5	OOOOO
OOOO	4	Business Benefits Management (i.e. vendor contracting system changes)	10	OOOOOOOOOO
OOOOOOOO	8	Administrative Services (i.e. payroll, AP, budgeting)	19	OOOOOOOOOOOO OOOOOOO
OOOOOO	6	Administrative Staff Efficiencies & Restructuring	13	OOOOOOOOOOOOO
OOO	3	Executive Staff	10	OOOOOOOOOO
OOOO	4	Grants & Scholarships Administration	8	OOOOOOOO
OOO	3	State or Federal Grant Usage	7	OOOOOOO
OOOOOOOO	7	Financial Services	9	OOOOOOOOO
OO	2	Use of Tax Incentives	7	OOOOOOO
OOOO	4	Fundraising Efficiencies & Partnerships	4	OOOO
OOOOOOOOO	9	Food Service Operation & Purchasing Efficiencies & Partnerships (i.e. service contracts)	14	OOOOOOOOOOOOOO
OOOOOO	6	Library/Media Center Staffing	7	OOOOOOO
OOOO	4	Marketing/Advertising/Outreach	6	OOOOOO
OOOOOOOO	8	Mail Services	10	OOOOOOOOOO
OOOOOOOOOOOO	12	Printing Services & Partnerships (not including technology upgrades)	14	OOOOOOOOOOOOOO
OOOOOOO	7	Other Administrative Efficiencies	19	OOOOOOOOOOOOOO OOOOO

## Highlights: Administrative Efficiencies (General)

- **Miami University's** Strategic Priorities Task Force has recommended efficiency and productivity improvements, saving the university \$6.04 million in FY2013, bringing the total initiative savings to \$30.87 million.
- The **University of Cincinnati** has reorganized its Investment Office by abolishing two positions, and creating two different positions. This will better suit staff skills and is estimated to save the university between \$230,000 and \$300,000 annually.
- **Wright State University** has reduced the number of dining services contractors to one, which will increase its net income by \$300,000 annually. WSU is also using a tactic known as strategic hiring, in which it will review all vacated positions with a focus on programmatic and service needs. The university is hoping for salary/benefit/other cost reductions in amounts of \$6 million for FY14.
- **Belmont College** has streamlined its budget, eliminating \$1 million from its FY2013/14 expenditures.
- **Central Ohio Technical College** and **The Ohio State University at Newark** have partnered together to share administrative staff.
- **Cincinnati State Technical and Community College** has consolidated its food services for the culinary program, saving \$200,000 in the first year.
- **North Central State College** has been able to work closely with **The Ohio State University at Mansfield** as well as **The Ohio State University** main campus on efficiencies and cost reductions, such as utilizing the same emergency alert system, [Buckeye Alert](#).
- **Kent State University** has started a partnership with multiple other universities to promote research in the areas of vacant land reuse and urban regeneration in America's Legacy Cities.
- **Stark State College** is moving to acceptance of E-transcripts, and is currently negotiating with a vendor, as well as working with **Kent State University**, which is developing the interface, on the initiative.
- **Terra Community College** has saved \$200,000 by developing a Transportation Improvement District with the Sandusky County Commissioners.

## Facilities Efficiencies

HISTORICAL DATA (Number of schools implementing efficiency before 2013)		TYPE OF EFFICIENCY	NEW DATA (Number of schools implementing efficiency in 2013)	
OOOOOOO	7	Campus Facilities (i.e. consolidation of spaces, renovations, expansions)	20	OOOOOOOOOO OOOOOOOOOO
OOOOOOOOOO	9	Facilities Staffing	7	OOOOOOO
OOOOOOO	7	Facilities Operating	6	OOOOOO
OOOOO	5	Regional/Sattelite Campuses	9	OOOOOOOOO
OOOOOOOOOO	9	Shared Facilities w/ other Higher Ed. Institutions	4	OOOO
OOOOOOOOO	8	Shared Facilities w/ Secondary Ed. Programs	8	OOOOOOOO
OOOOOO	6	Shared Facilities w/ Career Tech. Schools	10	OOOOOOOOOO
OOOOOOOOOO	9	Custodial & Maintenance Staff	8	OOOOOOOO

<u>HISTORICAL DATA</u> (Number of schools implementing efficiency before 2013)		<u>TYPE OF EFFICIENCY</u>		<u>NEW DATA</u> (Number of schools implementing efficiency in 2013)
OOOOOOOO	8	Facility Maintenance	8	OOOOOOOO
OOOOOO	6	Grounds Maintenance	9	OOOOOOOOO
OOOO	4	Building Automation Systems (i.e. card entry, monitoring systems)	4	OOOO
OOOOOOOO	8	Recreational Facilities Efficiencies & Partnerships	8	OOOOOOOO
OOO	3	Fine Arts Spaces Efficiencies & Partnerships (i.e. auditoriums, theater)	2	OO
OOOOOOO	7	Bookstore Operations Efficiencies & Partnerships	5	OOOOO
OOOOOOOOOOOOOO	13	Library Efficiencies & Partnerships (i.e. OhioLINK)	5	OOOOO
OOOOO	5	Housing Efficiencies & Partnerships	6	OOOOOO
OOOOOO	6	Parking Efficiencies & Partnerships	6	OOOOOO
OOOO	4	Other Facilities Efficiencies	3	OOO

**Highlights: Facilities Efficiencies**

- **Hocking College** did a review of property inventory; the Fiscal Office vacated two off-campus College-owned properties, allowing the property to be put up for sale.
- **Northwest State Community College** has partnerships with both **Four County Career Center** and **Vantage Career Center** on shared space opportunities, such as a shared City of Bryan-leased building.
- **Terra Community College** performed a cost analysis of developing a new welding lab, and has found that using an existing laboratory at the **Bowling Green State University-Firelands** campus could save \$59,215.
- **Zane State College** has reorganized student services from six offices to four offices to gain efficiencies and better serve the students with a one-stop shop.
- **Zane State College** is also a contributing partner to the recreational center being built on campus. This joint venture also includes **Ohio University-Zanesville**, the Muskingum Family Y, Genesis Healthcare, and the Muskingum Community Foundation.

**Health & Human Services Efficiencies**

<u>HISTORICAL DATA</u> (Number of schools implementing efficiency before 2013)		<u>TYPE OF EFFICIENCY</u>		<u>NEW DATA</u> (Number of schools implementing efficiency in 2013)
OO	2	Campus Health Center Efficiencies & Partnerships (i.e. w/ local hospital)	9	OOOOOOOOO
OOOOOOOOOOO	10	Health Care Policy Program Efficiencies & Partnerships (including dental & vision)	20	OOOOOOOOOO OOOOOOOOOO
OO	2	Health Care Equipment Purchasing Efficiencies & Partnerships	2	OO

HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
○ 1	Health & Human Services Staff	4	○○○○
○ 1	Counseling Services Efficiencies & Partnerships (non-academic)	3	○○○
○○○ 3	Other Health and Human Services Efficiencies	6	○○○○○○

### Highlights: Health & Human Services Efficiencies

- **Bowling Green State University** is entering a partnership with the Wood County Hospital wherein the hospital will provide a student health care center facility and services, saving the university approximately \$1 million to \$1.3 million annually.
- **Owens Community College** has partnered with **The University of Toledo** to set up an Rx Express, which will provide pharmacy benefits and reduce Owens’ cost through UT’s volume pricing. The partnership with UT has a potential savings of \$1 million to Owens.
- **Youngstown State University** has made changes in its health care insurance by shifting a greater share of the cost to the employees, which will reduce expenditures up to \$4 million.
- **Central Ohio Technical College** and **The Ohio State University at Newark** have partnered to maintain a cooperative arrangement for employee health care plans.

### Public Works Efficiencies

The work of building such things as roads, schools & resevoirs, carried out by the government for the community.

HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
○○○ 3	Capital Improvements (related to Public Works)	5	○○○○○
○○○ 3	Infrastructure Maintenance (i.e. joint-road care)	6	○○○○○○
0	Paving/Pouring Efficiencies & Partnerships	1	○
○○○○○○○○○○○ 9	Recycling Efficiencies & Partnerships	8	○○○○○○○○○
○○○○ 4	Snow Removal & Salt Purchase/Storage Efficiencies & Partnerships	5	○○○○○
○○ 2	Storm Water Management	1	○
○ 1	Other Public Works Efficiencies	14	○○○○○○○○○○○○○○○○○○

## Highlights: Public Works Efficiencies

- **Central Ohio Technical College** and **The Ohio State University at Newark** have been, since their inception, a rarity among co-located campuses with regard to their level of sharing and efficiency, which includes infrastructure maintenance, recycling efforts, and snow removal.
- **Lakeland Community College** has partnered with Lake County for stormwater management best practices, resulting in a \$500 per year savings in administrative time.
- **Shawnee State University** received \$80,000 in incentives from AEP for purchasing energy-efficient equipment.
- **Terra Community College, Owens Community College, and Northwest State Community College** have developed a partnership with **The University of Toledo** to allow participation in UT's negotiated utility rates.
- **Wright State University** is also partnering with the cities of Beavercreek and Fairborn and The Ohio Department of Transportation for a shared site for salt storage. This will reduce costs for all entities with "just in time" access to winter salt needs.

## Economic Development Efficiencies

<u>HISTORICAL DATA</u> (Number of schools implementing efficiency before 2013)		<u>TYPE OF EFFICIENCY</u>		<u>NEW DATA</u> (Number of schools implementing efficiency in 2013)
OOO	3	Monetizing Assets	9	OOOOOOOOOO
OO	2	Acquisition of Asset Efficiencies & Partnerships	1	O
OOO	3	Capital Planning Projects w/ Community Partners (i.e. city, county, non-profit)	1	O
OOO	3	Land Use Planning	3	OOO
OOO	3	Construction Partnerships & Efficiencies	3	OOO
O	1	Corporate/Industrial Park Development & Partnerships	0	
O	1	Other Economic Development	9	OOOOOOOOOO

## Highlights: Economic Development Efficiencies

- **The Ohio State University** leased its parking operations to a third party under a 50-year agreement for \$483 million.
- **Miami University** created a construction partnership to capture surplus soil from projects to avoid cost of fill, resulting in a savings of \$125,000.
- **Bowling Green State University** and **The University of Toledo** entered into an agreement with the Northwest Ohio Aviation Education Consortium.

- **Cincinnati State Technical and Community College** entered into a partnership with Higher Education Partners to utilize an idle building in Middletown as classrooms, saving the school \$7 million by not having to build new facilities.
- **Columbus State Community College** sold Bridgeview Golf Course & Driving Range and closed the Child Development Center to allow the college to focus on core mission and priorities.

## Public Safety Efficiencies

All USO institutions have the opportunity to create mutual aid agreements to share police services through a recently enacted statute allowing campuses to share public safety services with other jurisdictions.

HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY	NEW DATA (Number of schools implementing efficiency in 2013)
OOOOOOOOO 9	Communications System Efficiencies & Partnerships	9 OOOOOOOOO
OOOOO 5	Consolidated/Joint Operations (i.e. joint dispatch)	10 OOOOOOOOOO
OOOOOO 6	Safety Equipment Purchase Efficiencies & Partnerships	6 OOOOOO
OOOOOOOOO 8	Safety Staffing Efficiencies & Partnerships (i.e. shared officers)	9 OOOOOOOOO
OOO 3	Security Services Efficiencies & Partnerships (i.e. better lit parking lots, new dorm automation)	5 OOOOO
OOOOO 5	Other Public Safety	10 OOOOOOOOOO

### Highlights: Public Safety Efficiencies

- **The University of Akron** is participating in an agreement with the City of Akron’s 911 System for shared access to computer files on incidents that occur on adjacent properties.
- The **University of Cincinnati** has been participating in an ongoing partnership with the Cincinnati Police Department in which they share services relating to systems, software, and testing. This has saved UC approximately \$50,000 per year. UC is also in an ongoing partnership for regional shared services for public safety with many different entities in the region. This has saved the university in excess of \$90,000 per year.
- **The University of Toledo** has partnered with **Bowling Green State University** and **Owens Community College** to share a K-9 unit for public safety services.
- **Cincinnati State Technical and Community College** has partnered with the **University of Cincinnati** to share police services.
- **Edison Community College** also partnered with the City of Piqua Police Department to provide new testing for police officer candidates.

- **Southern State Community College** has begun partnering with local law enforcement, utilizing qualified off-duty officers to provide campus security. The school is also exploring the option of using the State Patrol in its campus security efforts.
- **Ohio University** has partnered with the Athens Police Department to provide a two-officer joint unit 24 hours a week. Under this partnership, each department provides the salary for one officer.
- **Hocking College** has received a fire truck from the City of Logan and another from the City of Lancaster for use by the Fire Training Program. The college has also participated in a government surplus auction to buy fire gear for the program participants.
- **Bowling Green State University** has implemented new staffing efficiencies in the Fire Safety Program by changing operating practices and reducing personnel, resulting in a savings of \$9,728.
- **K9 Explosives Program** partnerships are now happening between **USO Institutions** and the Ohio Department of Public Safety, allowing schools to receive canines to work with their police departments. Part of this agreement is also a shared service with local police and fire entities.
- **The Ohio State University, Wright State University, and Central State University** have entered into agreements to utilize the MARCS radio system through a grant provided by the Board of Regents to the University System of Ohio for police communications equipment. Ohio State's savings alone were more than \$3 million.

## Fleet Management & Operations Efficiencies

HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
OOOOOOOO 8	Transportation Program Operations Efficiencies & Partnerships (i.e. busing)	10	OOOOOOOOOO
OOOO 4	Vehicle or Equipment Maintenance Efficiencies & Partnerships	4	OOOO
OOOOOOOO 7	Vehicle or Equipment Purchase Efficiencies & Partnerships	5	OOOOO
0 0	Fueling Efficiencies & Partnerships	5	OOOOO
OOOOO 5	Other Fleet Management & Operations Efficiencies	4	OOOO

### Highlights: Fleet Management & Operations Efficiencies

- According to an Ohio Shared Services Survey, colleges and universities were among the most frequent users of shared vehicle purchasing with a participation rate of 32.4 percent. (*Beyond Boundaries, June 2012: <http://www.beyondboundaries.ohio.gov/documents/BeyondBoundaries-6.14.12released.pdf>*)
- **Edison Community College** has a combined vehicle maintenance partnership with the Piqua, Troy, and Sidney school systems, with the goal of reducing duplicate maintenance facilities and saving costs.
- **Kent State University** changed its fuel vendor and saved \$0.20 per gallon, with a total savings of \$1,200.
- **Belmont College** purchased a tractor through the State of Ohio Purchasing Consortium, resulting in a savings of \$11,000.



## Category: Energy Efficiency

**Energy Efficiencies** seek to refine sustainable methods utilized by institutions to procure and use energy, resulting in more efficient use of energy.

**House Bill 251 – 126th General Assembly:** In 2006 the General Assembly passed a bill outlining the need for more efficient practices by institutions in Ohio. The legislation called for a reduction by at least 20 percent of on-campus and off-campus building energy consumption by 2014, giving the institutions a 10-year timeline for attainment.

HISTORICAL DATA (Number of schools implementing efficiency before 2013)		TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
OOOOOOOOOOOOOO	12	Energy Improvements - HB 251	28	OOOOOOOOOOOO OOOOOOOOOOOO OOOOOOOO
OOOOOOOOOOOOOO OOOOOOOO	19	Lighting Systems Upgrades, Retrofits or Installs (i.e. T8 bulbs, LED lighting)	9	OOOOOOOOOO
OOOOOOOOOOOOOO	13	Heating & Cooling Systems Upgrades, Retrofits or Installs (i.e. boiler, HVAC)	9	OOOOOOOOOO
OOOOOOOOOOOOOO	13	Electricity Efficiencies & Partnerships	8	OOOOOOOO
OOOOOOOOOOOO	11	Natural Gas Efficiencies & Partnerships	4	OOOO
OOOOOOO	6	Utility Monitoring Efficiencies & Partnerships	5	OOOOO
OOOOOOOOOOOOOO	10	Other Energy Efficiencies	18	OOOOOOOOOOOO OOOOOOOO

### Highlights: Energy Efficiencies

- **Kent State University** has started an energy conservation initiative that has reduced the Kent campus account by an average of 21% per month.
- **Shawnee State University** has upgraded its lighting, with estimated savings of \$13,000 annually, and installed a high-efficiency chiller with estimated savings of \$50,000 annually.
- **The University of Akron** has reduced its energy consumption, saving \$5.8 million per year to support debt retirement and reduce the deferred maintenance backlog by \$48 million.

- The **University of Cincinnati** has made strides toward becoming more energy efficient by investing \$30 million in energy efficiency and cost-reduction projects such as lighting upgrades and upgrading chillers. This has helped avoid cost increases in excess of \$6 million per year and eliminated the need for a coal boiler.
- **The University of Toledo** has partaken in many different projects to become more energy efficient, such as the construction of an algae research center, the completion of exterior LED lighting, and replacement of a coal boiler with a natural gas boiler. UT has also encouraged its students and staff to be more energy efficient by setting up the UT Bike Share, UT recycling program, and the UT Student Sustainability Project.
- **Wright State University** has participated in House Bill 7 (128th General Assembly) Phase II, which is an Energy Conservation Project. This will save WSU over \$1.9 million annually.
- **Youngstown State University** has partnered with Ohio Edison ENERNOC energy saving program which has allowed the university to realize annual savings and rebates averaging between \$75,000 and \$100,000. The school has also participated in the Youngstown Thermal heating cost reduction agreement, which has saved \$75,000 to date.
- **Edison Community College** completed its 15 Year Energy Master Plan in December 2010. The Energy Master Plan outlined a plan to reduce the College's Energy Usage by focusing on a number of operational efficiencies and implementing several major equipment upgrades, cutting costs by approximately \$230,000 annually.
- **Sinclair Community College** has an ongoing strategic energy plan with 28 energy conservation measures (ECMs) that are being implemented over time. Many of the ECMs have been implemented and the college is on target to reduce energy costs by more than 20%.
- **Shawnee State University** has received \$80,000 in incentives from AEP for purchasing energy-efficient equipment.



## Category: IT & Educational Technology

**IT Efficiencies** recognize campuses as IT intensive environments and refine their purchasing and implementation processes for IT services, equipment, and software, including evaluation of opportunities to virtualize and outsource IT administrative, desktop, and infrastructure elements.

<b>HISTORICAL DATA</b> (Number of schools implementing efficiency before 2013)		<b>TYPE OF EFFICIENCY</b>		<b>NEW DATA</b> (Number of schools implementing efficiency in 2013)
○○○○○○○○○○	<b>10</b>	AV/Copier/FAX Purchasing & Management	<b>5</b>	○○○○○
○○○○○○○	<b>7</b>	Printing Services (i.e. technology upgrades)	<b>3</b>	○○○
○○○○○○○○	<b>8</b>	Hardware Purchasing & Management (i.e. implementation of thin-client computers)	<b>4</b>	○○○○
○○○○○○○○○○	<b>11</b>	Software Purchasing, Licensing & Subscription Fees Efficiencies & Partnerships	<b>13</b>	○○○○○○○○○○○○○○
○○○○○○○	<b>7</b>	End-user Device Management and Support	<b>10</b>	○○○○○○○○○○
○○○○○○○○○○	<b>10</b>	Application Development/Hosting/Support Efficiencies & Partnerships (i.e. Banner)	<b>7</b>	○○○○○○○
○○○○○	<b>5</b>	Database Administration/Hosting Efficiencies & Partnerships	<b>14</b>	○○○○○○○○○○○○○○○○
○○○○	<b>4</b>	Data Recovery, or Disaster Recovery Efficiencies & Partnerships	<b>10</b>	○○○○○○○○○○
○○○	<b>3</b>	Datacenter Efficiencies & Partnerships	<b>5</b>	○○○○○
○○	<b>2</b>	Co-location of Technology Infrastructure	<b>6</b>	○○○○○
○○○○○	<b>5</b>	Server, Data or Network Management & Operation Efficiencies & Partnerships	<b>16</b>	○○○○○○○○○○ ○○○○○
○○○○	<b>4</b>	Technology Sharing Efficiencies & Partnerships	<b>11</b>	○○○○○○○○○○○○
○○○○○○○○○○	<b>9</b>	Telephone System (i.e. VOIP)	<b>9</b>	○○○○○○○○○○
○○○○○○○○	<b>8</b>	Internet Services	<b>3</b>	○○○
○○○○○○○○○○	<b>9</b>	Campus Email System Maintenance & Hosting	<b>5</b>	○○○○○

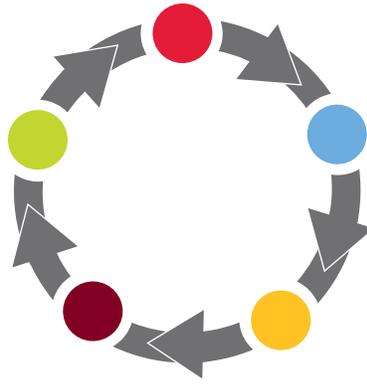
HISTORICAL DATA (Number of schools implementing efficiency before 2013)	TYPE OF EFFICIENCY		NEW DATA (Number of schools implementing efficiency in 2013)
OOOO	4	Website Design, Maintenance, or Hosting Efficiencies & Partnerships	6 OOOOOO
OOO	3	IT Staffing Efficiencies & Partnerships	10 OOOOOOOOOO
OOOOO	5	Other IT Efficiencies	16 OOOOOOOOOO OOOOOO

**Highlights: IT & Educational Technology Efficiencies**

- **Bowling Green State University** has renegotiated a contract with PeopleSoft and Oracle that will save the campus \$353,000 annually.
- **Shawnee State University** partnered with **Bowling Green State University, Ohio University,** and Cisco Systems/Netech, for a total savings of \$1.7 million, based on 68% discount on equipment purchase and a 39% discount on Smartnet Maintenance.
- **The University of Akron** plans to utilize students for IT support and form a partnership for an IT Service Desk with NEOnet.
- **Belmont College** is utilizing virtual desktops (saving \$27,500 for the units, along with additional energy usage savings) and upgrading fiber optic lines (saving \$2,100 per month for network connectivity).
- **Central Ohio Technical College** and **The Ohio State University at Newark** have partnered with IT projects and purchasing.
- **Lorain County Community College** has completed fiber construction on its BTOP Fiber Network project with OneCommunity, which will create a regional network for inter-connecting community anchor institutions in Lorain County. LCCC is also exploring the feasibility for creating a disaster recovery plan that would eliminate the need for a third-party vendor in cases where LCCC must recover data in the event of a disaster or authorized legal request for certain data.
- **Cuyahoga Community College** is streamlining many technologies on campus to allow for more efficient operations.



- **Youngstown State University** has reached an agreement to an IUC-Microsoft contract along with contracts for IUC-Adobe and IUC-Corel.
- **Cuyahoga Community College** is partnering with various groups for purchasing, as well as renegotiating numerous contracts for additional savings.
- **Wright State University** has conducted a reverse minority business trade fair with **Miami University** in an effort to increase MBE and EDGE participation goals. They achieved a 17.03% MBE participation.
- **Eastern Gateway Community College** is contracting with outside providers for non-core functions, such as operation of its wellness center and security services.

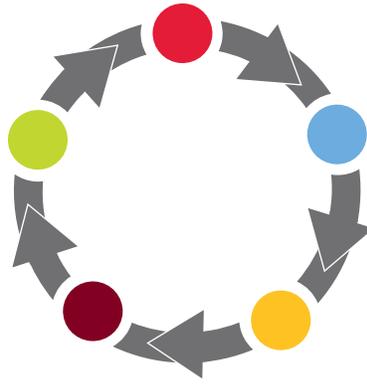


## Conclusion & Future Plans

This report highlights many of the University System of Ohio's efforts to maximize efficiency in all aspects of operation. The report also shows what our institutions have done, their current work in progress, and their goals for the future. Additionally, the compiling of this information presents an opportunity to share ideas that should foster and inspire further collaboration.

More efficient operations for Ohio's institutions are saving millions of dollars, not just for the institutions, but more importantly for our students. With the ongoing focus on more efficient practices and the need for progressive cost savings initiatives, Ohio institutions are continually finding ways to improve and raise the bar in this area. Many of Ohio's public institutions of higher education have made strong plans for their future, utilizing long-term (5-10 year) goals and strategies in achieving even more efficient operations.

Building on the foundation of this inaugural report, the advisory committee will continue to show gains made annually by our institutions, and the progress our campuses have made in their efficiency strategies.



## Efficiency Advisory Committee Membership

### Universities

**Rodney Rogers**, Provost  
Bowling Green State University

**Milton Thompson**, Facilities Director  
Central State University

**Timothy J. Long**, Associate Vice President, Finance & Technology  
Cleveland State University

**Gregg Floyd**, Senior Vice President for Finance and Administration  
Kent State University

**David Creamer**, Vice President for Finance and Business Services  
Miami University

**Rich Lewis**, Secretary Board of Trustees & Director, Governmental Relations  
Northeast Ohio Medical University (NEOMED)

**Geoff Chatas**, Senior Vice President and Chief Financial Officer  
The Ohio State University

**Dr. Terry Conry**, Associate Vice President for Finance and Administration  
Ohio University

**Dr. Jonica Burke**, Director of Institutional Finance  
Shawnee State University

**Nathan Mortimer**, Associate Vice President for Institutional Effectiveness  
The University of Akron

**Robert F. Ambach**, MPA, Sr. VP for Administration & Finance  
University of Cincinnati

**Chuck Lehnert**, Vice President of Administration  
The University of Toledo

**Mark M. Polatajko**, Ph.D., CPA, Vice President, Business & Fiscal Affairs/University Treasurer  
Wright State University

**Paul J. Kobulnicky**, Executive Assistant, Office of Vice President for Finance and Administration  
Youngstown State University

## Community Colleges

**Beth Perzanowski**, Manager of Bookstore Operations  
Belmont College

**David Brillhart**, Vice President for Business and Finance  
Central Ohio Technical College

**Michael Geoghegan**, Vice President of Finance and  
Treasurer  
Cincinnati State Technical and Community College

**Dr. David Devier**, Vice-President of Academic and  
Student Affairs  
Clark State Community College

**Rhonda Ward**, Budget Director  
Columbus State Community College

**Mike Abouserhal**, Vice President of Finance and  
Business  
Cuyahoga Community College

**James McGrail**, Vice President of Business Services  
and Treasurer  
Eastern Gateway Community College

**Dan Reke**, Chief Financial Officer  
Edison Community College

**Gina L. Fetty**, CPA, Vice President of Financial Services  
Hocking College

**Michael Mayher**, Senior Vice President for  
Administrative Services and Treasurer  
Lakeland Community College

**Quentin J. Potter**, Vice President for Administrative  
Services  
Lorain County Community College

**Jean Thomas**, Accountant  
Marion Technical College

**Koffi Akakpo**, Chief Financial Officer  
North Central State College

**Lise' Konecny**, Director of Facilities, Construction and  
Renovation  
Northwest State Community College

**Laurie Sabin**, Director of Budgeting/Assistant Treasurer  
Owens Community  
Owens Community College

**Chris Schmidt**, VP for Business  
Rhodes State College

**Matthew J. Smydo**, Director of Government Relations  
and External Affairs  
Rio Grande Community College

**Mitchell Bailey**, Chief of Staff  
Sinclair Community College

**Jim Buck**, Vice President of Business & Finance  
Southern State Community College

**Thomas Chiappini**, Vice President for Business  
and Finance/Treasurer  
Stark State College

**Elaine Rosengarten**, Director of Facilities & Plant  
Operations  
Terra Community College

**Jess Raines**, Chief Financial Officer  
Washington State Community College

**Dr. Chad Brown**, Provost and Executive Vice President  
Zane State College

## Ohio Organizations

**Bruce Johnson**, President  
Inter-University Council

**Cindy L. McQuade**, Vice President for Operations  
Inter-University Council

**Mike Suver**, Vice President of Government Relations  
Inter-University Council

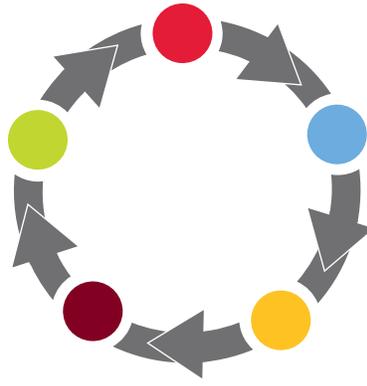
**Jeff Ortega**, Director of Public Affairs  
Ohio Association of Community Colleges

**Randy Cole**, President, Ohio Controlling Board and  
Policy Advisor  
Ohio Office of Budget and Management

**Jim Bennett**, Senior Budget & Management Analyst  
Ohio Office of Budget and Management

## Ohio Board of Regents Staff

**John Carey**, Chancellor  
**Eli Faes**, Legislative & Public Affairs Director  
**Laura Padgett**, Policy Director  
**Jeff Robinson**, Director of Communications  
**Joel Husenits**, Creative Director  
**Elizabeth Coulter**, Project Manager



## Appendix

APPENDIX

		Completed in 2013																																					
Shared Services & Efficiency Categories & Types	Total - 35	Bowling Green	Central State	Cleveland State	Kent State	Miami	Ohio State	Ohio	Shawnee State	Akron	Cincinnati	Toledo	Wright State	Youngstown State	Belmont	Central Ohio Tech	Cincinnati State	Clark State	Columbus State	Tri-C	Eastern Gateway	Edison	Hocking	Lakeland	Lorain County	North Central	Northwest State	Owens	Rhodes State	Rio Grande	Sinclair	Southern State	Stark State	Terra State	Washington State	Zane State			
		<b>Academic Efficiencies</b> improve cost of degree, time to degree, quality, program structure, delivery and associated benefits and compensation.		32																																			
Program Sharing & Partnerships w/ other Higher Ed. Institutions	21	X	X		X					X	X	X		X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X		
Program Sharing & Partnerships w/ Secondary Education Programs	3				X						X				X																								
Alternative Education Program Sharing w/ Career-Tech Schools	16				X			X			X				X		X				X				X		X	X	X		X	X	X	X	X	X			
Research Collaboration Efficiencies & Partnerships	4				X	X				X																													
Community Program Partnerships	13	X			X	X					X	X			X	X	X	X	X																	X	X	X	
Dual-Programs w/ other Higher Ed. Institutions (i.e. articulation agreements)	5				X					X	X			X																							X		
Dual Enrollment Programs w/ Secondary Education Programs	7				X				X	X	X			X	X										X												X		
Online Programming & Delivery Efficiencies	11				X	X				X	X	X	X	X	X			X	X						X										X		X		
Curriculum Changes toward more Efficient Delivery	10				X		X	X		X	X			X	X													X			X		X		X				
Professional Development Efficiencies & Partnerships (i.e. online delivery)	6				X	X	X			X				X																					X				
Supervision/Evaluation of Staff Efficiencies	6				X			X	X	X	X																											X	
Evaluation of Programs Efficiencies	6				X	X					X				X	X																						X	
Department Restructuring creating Efficiencies	19	X			X	X	X	X	X		X	X			X	X			X	X		X	X	X	X	X	X	X	X	X		X		X				X	
Faculty Coaching or Mentoring creating Efficiencies	5				X					X	X				X				X																				
Other Academic Efficiencies (please include comment to describe)	16	X			X	X			X	X	X	X					X			X	X		X	X				X	X		X		X		X	X			
<b>Student Learning Centered Efficiencies</b>		27																																					
Student Services Efficiencies (i.e. enrollment/recruiting services, scheduling software)	23				X	X		X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Student Coaching or Mentoring Programs Efficiencies	6				X					X	X			X																					X		X		
Career & Pathway Service Efficiencies (i.e. academic counseling, transfer services)	5									X	X			X										X											X				
TeXtbook Selection & Purchasing/Renting Option Efficiencies	15						X				X	X	X	X	X			X	X	X		X	X	X	X	X					X	X		X		X			
Tuition & Fees Efficiencies (i.e. costs or delivery changes)	7	X			X			X	X					X									X															X	
Other Student Services Efficiencies (please include comment to describe)	3				X			X																												X			
<b>Administrative Efficiencies</b> enhance university operations, including anything from landscaping to payroll to travel, and other non-student related institutional functions that influence cost and time to degree.		35																																					
<b>Administrative</b>		32																																					
Human Resources Efficiencies & Partnerships	22	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Human Resources Staff Efficiencies	9				X			X					X	X	X	X				X							X		X										
Staff Contract Negotiation creating Efficiencies	6											X	X						X				X		X		X												
Contract Management Efficiencies	5				X						X								X																X		X		
Business Benefits Management Efficiencies (i.e. vendor contracting system changes)	10	X			X					X			X	X	X			X		X		X	X								X								
Administrative Services (i.e. payroll, AP, budgeting)	19				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Administrative Staff Efficiencies & Restructuring	13	X			X		X	X	X				X	X	X				X					X											X			X	
EXecutive Staff Efficiencies	10				X		X	X	X					X	X				X				X												X		X		
Grants & Scholarships Administration Efficiencies	8				X	X		X	X						X	X			X				X																
State or Federal Grant Usage creating Efficiencies	7				X		X	X	X					X	X																				X				
Financial Services Efficiencies	9				X		X	X	X				X	X	X				X					X															
Use of Tax Incentives for Efficiencies	7							X	X	X	X				X			X					X																
Fundraising Efficiencies & Partnerships	4														X			X					X															X	
Food Service Operation & Purchasing Efficiencies & Partnerships (i.e. service contracts)	14				X	X	X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Library/Media Center Staffing Efficiencies	7							X			X	X	X																									X	
Marketing/advertising/Outreach	6				X	X								X	X	X									X														
Mail Services Efficiencies	10				X	X			X	X			X	X	X			X	X																			X	
Printing Services Efficiencies & Partnerships (not including technology upgrades)	14			X	X			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	







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