

## Message from the Chancellor

The past year has seen an extraordinary focus on efficiency and affordability at Ohio's public institutions of higher education. It began with Governor Kasich's signing of Executive Order 2015-01K, which established the Ohio Task Force on Affordability and Efficiency in Higher Education.<sup>1</sup> The Task Force's charge was to review and recommend ways in which our public campuses can be more efficient, offering an education of equal or higher quality while simultaneously decreasing costs for students. On October 1 of this year, the Task Force delivered on this charge and presented a set of strong and wide-ranging recommendations in its report, "Action Steps to Reduce College Costs."<sup>2</sup>

Additionally, the matter of college affordability received major attention in the state's biennial budget. Our institutions' boards of trustees were asked to develop and implement a plan to provide all in-state, undergraduate students the opportunity to reduce the cost of earning a degree by five percent. The boards are also to complete an efficiency review based on the recommendations of the Governor's Task Force, and provide a report to the Chancellor that includes how each institution will implement the recommendations and other cost savings measures. In addition, the budget created the Higher Education Innovation Grant Program, which establishes a \$10 million grant program to promote educational excellence and economic efficiency to stabilize or reduce student tuition rates.

All of these efforts are indicative of the importance of the work upon which the Efficiency Advisory Committee has embarked since its inception, and these initiatives will guide the Committee's work over the next year and beyond. By operating collaboratively and adopting more efficient practices, I know our public institutions of higher education will deliver on the promise of lowering costs for students and their families.

1 Executive Order 2015-01K <http://www.governor.ohio.gov/Portals/0/executiveOrders/Executive%20Order%202015-01K.pdf>

2 Additional information and the Task Force report is available at <https://www.ohiohighered.org/affordability-efficiency/task-force>

# Efficiency Advisory Committee Legislative Requirements

House Bill 64 required the Chancellor to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public institutions of higher education. The purpose of this committee is to generate optimal efficiency plans for campuses, identify shared services opportunities, streamline administrative operations and share best practices in efficiencies among public institutions of higher education.

The bill additionally requires an annual report:

*By December 31 of each year, the Chancellor of Higher Education shall provide a report to the Office of Budget and Management, the Governor and the General Assembly compiling efficiency reports from all public institutions of higher education and benchmarking efficiency gains realized over the preceding year. The reports from each institution shall identify efficiencies at each public institution of higher education, and quantify revenue enhancements, reallocation of resources, expense reductions and cost avoidance where possible in the areas of general operational functions, academic program delivery, energy usage, and information technology and Am. Sub. H. B. No. 64 131st G.A. 2747 procurement reforms. The reports shall particularly emphasize areas where these reforms are demonstrating savings or cost avoidance to students. The report shall also be made available to the public on the Department of Higher Education's website.<sup>3</sup>*

The chancellor issued the first statutorily required report for state fiscal year<sup>4</sup> 2013, providing an overview of efficiencies across the state and a historical perspective from the institutions, as well as compiling information from each institution for FY2013. The second report, issued in 2014, expanded on the efforts documented in the FY2013 report by showing the gains made by Ohio's public higher education institutions and highlighting areas on which to focus in the future.<sup>5</sup> This report captures newly implemented efficiency projects – or areas of increased efforts during FY2015 – and further expands on the work done in the previous two years.

## The Report Process

The Chancellor's staff made efforts to streamline the reporting process through utilizing an online survey tool to receive data from each institution. All of the report data and institutional highlights were self-reported by each of the institutions and compiled through the survey tool. This reporting process allowed institutions to capture the monetary impact on their school by quantifying revenue enhancements, reallocation of resources, expense reductions and cost avoidance where possible. This report also captures the areas where our institutions engaged in collaborative efforts with various types of partnerships.

<sup>3</sup> House Bill 64, the operating budget for Fiscal Years 2016-17, Section 369.540

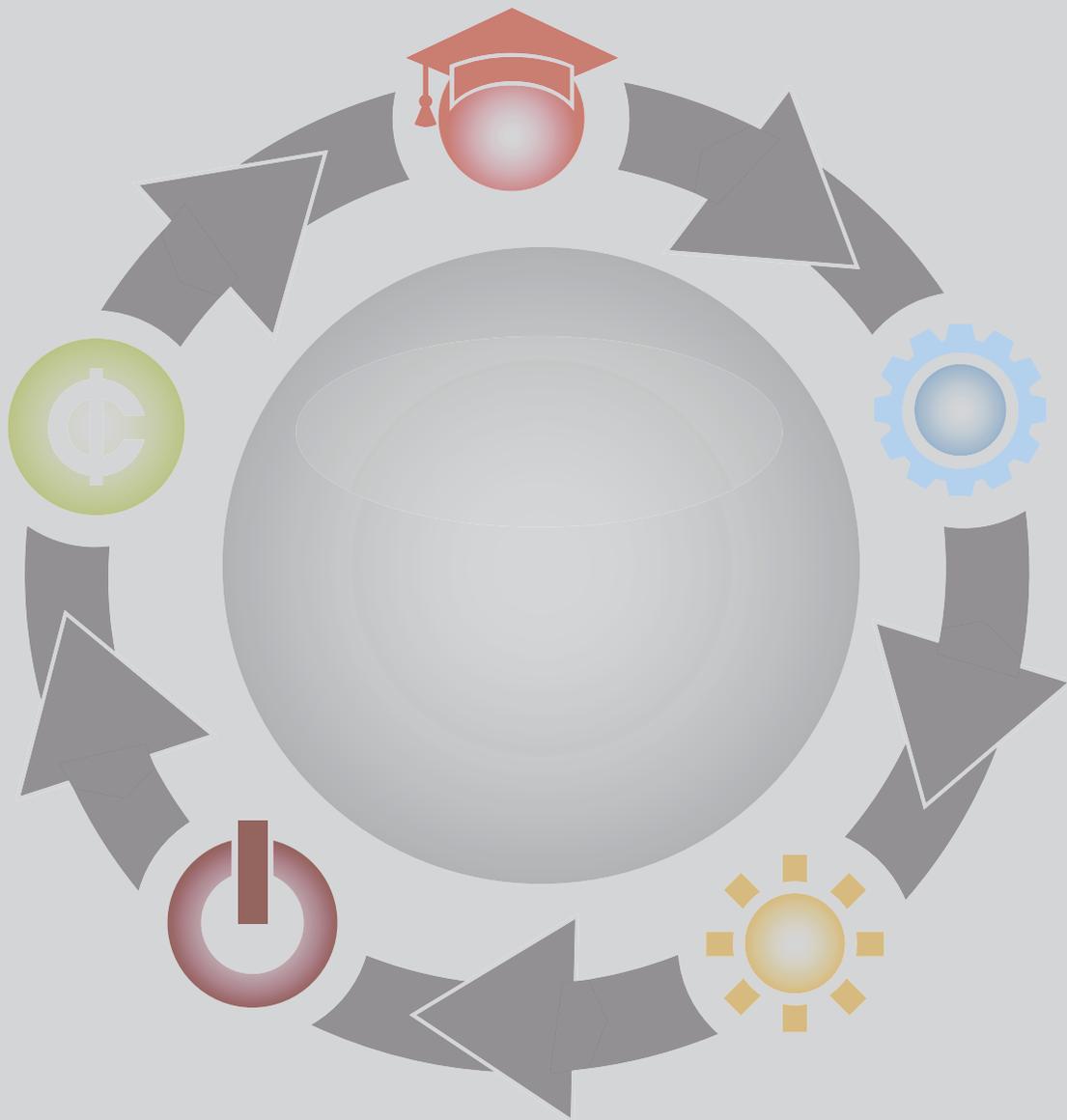
<sup>4</sup> The state fiscal year begins on July 1 and runs through June 30 of the following year, and is known by the calendar year in which it ends. <http://www.lsc.state.oh.us/guidebook/chapter8.pdf>

<sup>5</sup> 2013 & 2014 Efficiency Advisory Committee Reports: <https://www.ohiohighered.org/affordability-efficiency/advisory-committee>

## Year in Review - 2015 at a Glance

The Efficiency Advisory Committee convened several times during the course of the year. The committee heard a variety of presentations and engaged in open discussion on efficient practices at individual institutions. Representatives from LeanOhio and SkinnyOhio joined the committee to present resources available through their offices. The Columbus State Community College Bookstore engaged the committee in a discussion on textbook affordability practices and presented the methods it is utilizing on campus to reduce the cost of textbooks for students. Other items included an overview of the City University of New York's Accelerated Study in Associate Programs replication in Ohio, a discussion regarding efficiency consultants and an overview of Ohio's Technology Consortium.

In November, the Committee members attended the 2015 Trustees Conference, which featured a theme of efficiency best practices and discussions relating to the recommendations of the Task Force on Affordability and Efficiency in Higher Education. Committee members were able to join trustees and leaders from Ohio's public institutions for a comprehensive look at the affordability and efficiency tasks that have been placed upon the institutions moving forward.





## Category: Academic Efficiencies

**Academic Efficiencies** improve value of degree, time to degree, program structure and delivery, career and academic advising, student lifetime earning potential and associated benefits.

### Academic Efficiencies (General)

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Program Sharing	39	14	14	10	11
Research Collaboration	4	4	10	2	8
Community Programs	13	9	13	8	12
Dual Enrollment	12	17	14	18	14
Online Programming & Delivery	11	22	24	12	3
Curriculum Changes	10	21	21	13	2
Professional Development	6	10	13	12	2
Supervision/Evaluation of Staff Changes	6	13	8	5	0
Program Evaluation	6	10	12	9	1
Department Restructuring	19	17	18	7	0
Faculty Coaching/Mentoring	5	7	7	13	0
Innovative Course Offerings	---	13	15	14	1
Other Academic Efficiencies	16	9	12	2	2
Total Academic Efficiencies Reported Monetary Impact:			<b>\$38,246,387</b>		

Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Washington State Community College, Wright State University, Youngstown State University, Zane State College

## Highlights: Academic Efficiencies (General)

### Dual Enrollment/College Credit Plus

- **Northwest State Community College** reported that 865 students from over 50 high schools participated in dual enrollment programs at NSCC, earning high school and college credit for 326.3 full-time equivalency.
- **Cincinnati State Technical & Community College** expanded the high school dual enrollment program, allowing an additional 1,000 students to earn at least three college credits while in high school.
- **Lorain County Community College** implemented My University, which leverages College Credit Plus and LCCC's 3+1 University Partnership programs to create on-ramps to degree pathways for high school students so they can complete an associate degree by the time they graduate from high school and earn a bachelor's degree by the age of 20 at 80% less cost.
- **Rio Grande Community College** has increased dual-enrollment through College Credit Plus by about 25% from last fiscal year. The college is working on reducing credit hour requirements in some programs and has implemented block scheduling.
- **North Central State College's** early college headcount has gone up 42% between AY 2013-2014 and AY 2014-2015.
- **Columbus State Community College** has entered into formal agreements with 37 districts across central Ohio, increasing dual credit by 133% in autumn 2015 over autumn 2014. Taking an average of 4.7 credits, students are already saving \$639 from a single semester of work.

### Organizational Structure

- **The Ohio State University** implemented the Classification and Compensation Project, with the intent of reducing and simplifying job family structure, creating clear lines of sight on advancement paths for employees, and limiting the internal bargaining for talent that occurs between colleges and units.
- **Belmont College** implemented a reduction in workforce and a new organizational structure. The academic affairs portion of the reduction constituted a \$515,308 reduction in expenses, which was 61% of the total workforce reduction in expenses.
- **Hocking College** eliminated three dean positions and created a number of program director/department chair positions designed to be part teaching and part administrative.
- **Northeast Ohio Medical University** implemented the Partnering for Success program, a performance-based compensation scheme that has been initiated for all employees.
- **Shawnee State University's** department chairs assign a faculty mentoring committee to all new faculty. The mentoring committee helps the faculty member design a promotion/tenure plan and guides the faculty member through his or her pre-tenure years.
- **The University of Akron** is currently in the process of consolidating departments, with the goal of having fewer department chairs and school directors.
- **Youngstown State University** is undertaking a comprehensive program review by requiring all academic departments to develop program improvement plans. This is the first such effort in at least a decade.

## Partnerships

- **Central State University** shares its animal care facility with Cedarville University, allowing for collaboration between professors in the sciences, providing both revenue enhancement and cost avoidance.
- **Ohio University's** regional campuses have partnerships with Southern State Community College, Rio Grande University/Community College, Shawnee State University and the Ohio Strategic Training Center to establish the Regional Higher Education Partnership & Training Center.
- **Kent State University** partnered with First Energy to provide students an associate degree path with a scholarship from First Energy. The company pays for the students' tuition and books and offers a strong potential for jobs with the company after graduation. The program has attracted 25 students who are fully sponsored by the company. The second example is a partnership with Westfield Insurance that assists in providing operating resources for the Insurance Studies program.
- **Cuyahoga Community College** (Tri-C®) and Cleveland State University (CSU) have launched the RN-to-BSN Nursing Continuum, a program designed to provide a smooth transition from Tri-C's associate degree program to earning a bachelor's degree at CSU. CSU discounts tuition for RN to BSN students to \$240/credit hour and Tri-C awards eligible students a one time, non-renewable \$1,000 Transfer Scholarship upon enrollment in the bachelor's degree program in nursing at CSU.
- **North Central State College** is currently sharing four degree programs with Marion Technical College in order to provide affordable, high-quality education opportunities for students in programs that require expensive specialized equipment and content-specific faculty, difficult to find in rural areas of Ohio.
- **Columbus State Community College** has partnered with Franklin University on programming at the Delaware Campus. In addition to general scheduling and space efficiencies attained during the period of this report, planning is underway for a 3+1 bachelor's degree cohort program that will allow students to graduate in 3 1/2 years. Additionally, CSCC worked closely with Ohio University in FY 2015 in preparation for an academic partnership and tenancy at the Dublin Campus, which opened in August 2015.

## Credit Hour Reduction

- **Sinclair Community College** reduced the number of credit hours for those associate programs that exceeded the 65-hour limit. Nineteen associate degrees across four academic divisions eliminated a total of 114 credit hours, bringing each program below the 65-hour threshold.
- **Eastern Gateway Community College** reduced the median associate degree length from 65 to 61 credit hours.
- **Southern State Community College** reduced credit hour requirements in 210 programs.
- **Washington State Community College** reduced the median degree length from 67 credit hours to 63.
- **Rhodes State College** utilized the OACC program length analysis, which resulted in the reduction of the median degree length from 67 to 64 credit hours for degree completion and a student cost savings of 4.5%.
- **Clark State Community College** is reducing the amount of credit hours required to complete an associate degree at the college, from around 68-73 credit hours down to the range of 60-65 credit hours.

## Student-Centered Efficiencies

TYPE OF EFFICIENCY	2013	2014	NEW (Number of schools implementing efficiency in 2015)		
	(Number of schools implementing efficiency in 2013)	(Number of schools implementing efficiency in 2014)	Implemented	Increased Efforts	Partners
Student Services	23	20	14	13	7
Student Coaching/Mentoring Programs	6	22	20	15	8
Career & Pathway Services	5	14	14	12	4
Textbook Selection & Purchasing/Rental Options	5	15	12	19	7
Tuition & Fees	7	17	12	10	4
Other Student Services Efficiencies	3	10	11	5	3
Total Student-Centered Efficiencies Reported Monetary Impact:			<b>\$18,241,123</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

### Highlights: Student-Centered Efficiencies

#### Student Costs

- **Sinclair Community College's** English Department initiated a pilot with a small number of sections using Open Educational Resources in lieu of a textbook in English Composition I.
- **Shawnee State University** has implemented multiple strategies to reduce textbook costs to students, including contracting faculty to write laboratory manuals in introductory science courses.
- **Belmont College** offered a Textbook Rental Program, which provided substantial savings over the cost of purchasing textbooks. Students realized an aggregate savings of \$34,987.58 over the purchase of new textbooks.
- **University of Cincinnati's** Textbook Affordability Initiative is projected to save students \$125 a year for four years. This is a groundbreaking program that capitalizes on online textbook rental with multiple publishers, and with guaranteed early access for materials.
- **Cleveland State University's** graduation incentive plan, which gives qualified undergraduates a 2% tuition rebate and \$200 book stipend at the end of the academic year, served 3,301 undergraduates during the 2014-2015 academic year, which cost CSU \$1.2 million.
- **Southern State Community College** concentrated efforts to minimize placement into developmental course, by offering free refresher materials to students that have challenges with the placement test.
- **Eastern Gateway Community College** eliminated the student graduation fee.

- **Ohio University's** new Guaranteed Tuition program has taken effect for the cohort of new students that matriculated in fall 2015. The guarantee creates a flat tuition rate for four years and includes the elimination of the vast majority of individual course fees and college technology fees, as well as fees for orientation and graduation.
- **Belmont College** offered a Trustees Scholarship, a local scholarship available to all new from high school students in the college's three-county service area. The scholarship covers the tuition portion of the cost of a degree after other forms of aid. In fiscal year 2015, 358 students saved \$351,158.05 in tuition costs.
- **Clark State Community College**, through its privately funded Dreamkeeper's emergency financial assistance program, enables students to apply for one-time funding of up to \$500 to deal with unexpected financial emergencies, such as car repairs or utility shut-offs, that might otherwise prevent them from staying enrolled.
- **Columbus State Community College's** efforts on textbook affordability have resulted in an overall savings to students of \$2.3 million since July 2013. The savings are a result of ongoing training and education of both students and faculty, the development of digital content, textbook price negotiations, expanded used book quantities through open source buying, and textbook rental.

### **Student Services**

- **Youngstown State University** opened a new Veteran's Resource Center to provide a variety of student services to U.S. Military veterans.
- **Wright State University** reported collaboration between the Library and Writing Center in the Student Success Building. The purpose of the collaboration is to help the students do research and cite sources for research papers, thereby improving grades and increasing retention of students.
- **The University of Akron** created ZipAssist, a peer-led one-stop student help center. The Zip Assist Partners (student employees) are trained to handle issues of financial aid, registration, off-campus housing, landlord-tenant relationships, student account issues, financial literacy education, completion, transportation and other campus and community service resources.
- **Lorain County Community College** implemented the electronic MyCAP (My Career and Academic Plan), requiring all new students to complete an online MyCAP that will streamline the enrollment and registration process. It will also allow the college to track students' progress in their academic programs and manage the student advising process in a more efficient way.
- **Kent State University** made several changes within the area of advising to increase services to students while containing costs, including introducing mandatory advising to students; structuring the advising to seniors in small group settings; sharing advisors across colleges; sharing advisory tools with faculty advisors that reduce the need for clerical support; and extending other duties to advisors at the regional campuses that are closely related to advising or a specific group of students.
- **Lakeland Community College** established a new first-year experience course, which is a requirement for all new first-time college students. All new students meet with a counselor to develop their academic plan. First-time students are also required to complete a new student orientation and registration session prior to enrolling in any classes. In the most recent data collected, 94.1% of students agreed or strongly agreed that they were better prepared to be successful in college after completing new student orientation.

- **Northeast Ohio Medical University** centralized multiple offices that support student success into one university division of academic affairs that provides services to all colleges and all students. These services include recruitment, admission, scholarships and financial aid, scheduling, advising, counseling, student progression, tutoring, career development, student health, student testing and accommodations, library services, and learning resources.
- **University of Cincinnati's** academic coaching program provides students with personalized and individual peer support to develop academic success skills. Coaches are trained to help students maintain motivation, avoid procrastination, develop efficient study strategies and achieve their full potential. Students who saw a coach seven or more times over a semester improved their term GPA more than students who attended less, and achieved an average GPA increase of .89 grade points.
- **The University of Toledo's** Sexual Assault Education and Prevention Program collaborated with the First Year Experience (FYE) program to provide all first-year students with online sexual assault education. The Sexual Assault Education and Prevention Program collaborated with Greek Life to provide a sexual assault awareness campaign ("Men of UT") for fraternity members.
- **Cincinnati State Technical & Community College** has been involved in the City University of New York Accelerated Study in Associate Programs (CUNY ASAP), which provides intrusive targeted services including but not limited to coaching, advising, financial aid assistance, incentives (\$50 gift card), priority registration, textbook assistance, additional tutoring and monitoring from inception to completion.
- **North Central State College** created a goal of four contacts with each student this year in order to keep them on track with their chosen career path.
- **The University of Toledo** began a pilot program using Starfish Retention Solutions™, an early alert and connection tool, in spring 2015. Success Coaches working with faculty in the mathematics and English departments engaged students in their academic progress, identified at-risk students based on their academic performance, and connected students to campus resources. The use of this tool dramatically reduced dropout-failure-withdraw rates of the beginning math (16%) and English composition (5%) courses.

### Academic Structure

- **The Ohio State University** consolidated and reorganized call centers, creating a single central document imaging team, and consolidating of systems staff across enrollment services.
- **Central Ohio Technical College & Ohio State Newark** merged their Math & English Tutoring labs to create one more efficient and more accessible tutoring environment for students at a reduced cost for both institutions.
- **Bowling Green State University** redesigned general education curriculum by significantly reducing the number of general education courses.
- **Owens Community College** reworked its master course schedule for all campuses based on expected enrollment trends and headcount levels prior to registration. The approach to scheduling was moved from an "overbuild strategy" where low enrollment sections are canceled to a "right-size" strategy where anticipated capacity is planned for, and additional demand is accommodated through section creation. Combined sections for spring 2015 yielded savings of \$750,000.

## **Student Retention**

- **Rio Grande Community College** created a new Student Retention Coordinator position to identify student learning difficulties early in the term, and intervene in appropriate ways. The goal is to enable more students to finish the term and complete their degree.
- **Shawnee State University** implemented an online “Refer-a-Student” program that allows faculty and staff to forward the names of at-risk students to a representative of the university. During this past year, a significant number of students have been identified through this program. These students are contacted and assigned a mentor. It is expected that this program will help increase retention, lower average credit hours to graduation and, ultimately, improve graduation rates.
- **Cuyahoga Community College** implemented the 15 Plus Perks Incentive program, which seeks to redefine “full-time” and encourages students to re-enroll in subsequent terms by offering a financial reward.



## Category: Administrative/Operational Efficiencies

**Administrative/Operational Efficiencies** enhance university operations, and other non-instructional related institutional functions that influence cost.

### Administrative/Operational Efficiencies (General)

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Human Resources	22	22	<b>23</b>	<b>13</b>	<b>5</b>
Contract Negotiation & Management	11	17	<b>14</b>	<b>11</b>	<b>4</b>
Business Services Management	10	10	<b>11</b>	<b>6</b>	<b>2</b>
Administrative Services Management	19	12	<b>9</b>	<b>8</b>	<b>2</b>
Administrative Staffing	13	14	<b>16</b>	<b>10</b>	<b>1</b>
Executive Staffing	10	6	<b>14</b>	<b>5</b>	<b>0</b>
Department Staffing	9	12	<b>18</b>	<b>8</b>	<b>1</b>
Grants & Scholarship Administration	8	11	<b>24</b>	<b>36</b>	<b>2</b>
State & Federal Grant Administration	7	8	<b>12</b>	<b>3</b>	<b>3</b>
Financial Services	9	12	<b>16</b>	<b>10</b>	<b>1</b>
Use of Tax Incentives	7	1	<b>1</b>	<b>1</b>	<b>0</b>
Fund-raising	4	12	<b>13</b>	<b>10</b>	<b>3</b>
Food Service Operations	14	12	<b>11</b>	<b>14</b>	<b>4</b>
Library/Media Center Staffing	7	9	<b>9</b>	<b>6</b>	<b>4</b>
Marketing/Advertising/Outreach	6	11	<b>13</b>	<b>12</b>	<b>4</b>
Mail Services	10	11	<b>13</b>	<b>7</b>	<b>2</b>
Printing Services	14	13	<b>11</b>	<b>7</b>	<b>4</b>
Other Administrative Efficiencies	19	8	<b>9</b>	<b>8</b>	<b>2</b>
Total Administrative Efficiencies Reported Monetary Impact:			<b>\$82,655,601</b>		

Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Toledo, University of Cincinnati, Washington State Community College, Wright State University, Youngstown State University, Zane State College

## Highlights: Administrative Efficiencies (General)

- **Bowling Green State University** reduced and reorganized administrative staffing with up to 55% salary savings.
- **Central Ohio Technical College** reduced staff in the college's services center and financial aid departments for a combined annual savings of \$50,400.
- **Central State University**, in collaboration with Wright State University and Clark State Community College entered into an agreement with Xerox to be the sole provider for printing services. This agreement will lower the cost for printing for all the customers. The collaboration also provided consistency across all entities.
- **Columbus State Community College** formed a partnership with AARP Foundation to allow federally funded seniors to work as interns for new skill acquisition, thus lowering labor costs to the college.
- **Cincinnati State Technical & Community College** entered into a shared services agreement with the University of Cincinnati for printing, duplicating, copying and police dispatch services. The Shared Services agreement will save the college over \$175,000 annually going forward.
- **Lorain County Community College** combined conferencing services and dining services to reduce staff costs and increase revenue of the operation in the long run through better coordination of services and improved customer service.
- **Marion Technical College** took advantage of the retirements and resignations to evaluate job responsibilities within and across departments within the college. As a result of this evaluation the college eliminated five full-time positions by reorganizing functions and responsibilities. Annually the college saves \$350,000 in salary, wages and related benefits as a result of reorganization.
- **Miami University** implemented a Lean program in 2011 to assist in achieving cost reductions and revenue increases. To date, over 2,000 employees have received Lean training. The total cost reduction realized by the program is \$7,894,027. The program has also achieved \$19,632,765 in cost avoidance and \$5,169,398 in revenue generation.
- **Owens Community College** offset \$4.5 million in revenue decreases by reducing wages and fringes and unfilled vacant positions by \$3.5 million and reducing operating expenses by \$1.4 million.
- **Rio Grande Community College** contracted financial aid verification services to KHEAA. This will help keep financial aid staff cost down and improve efficiencies in processing verification.
- **Shawnee State University** implemented a flat credit hour rate for faculty overload payments, allowing the university to decrease instructional overload costs by \$217,000.
- **The Ohio State University** completed eligibility verification for more than 12,000 dependents who were enrolled in OSU health plans and previously had not provided verification of eligibility. Total savings of \$4,491 were achieved for each of the 562 dependents who were ineligible.

- **The University of Toledo** streamlined its budget development tool to allow for automatic consolidation of the individual databases in to the main database. This allows for quicker analysis, decision-making, changes, etc. between the business managers and the budget office.
- **Washington State Community College** partnered with Washington County Board of Developmental Disabilities for mail delivery service.

## Facilities Efficiencies

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Campus Space Consolidation	20	16	10	6	1
Facilities Staffing	7	11	10	7	4
Facilities Operations/ Management	6	9	9	9	5
Facilities Maintenance	8	10	9	7	5
Regional/Satellite Campus Operation	9	9	8	7	4
Shared Facilities	22	10	6	10	20
Custodial/Maintenance Staffing	8	16	14	7	5
Grounds Maintenance	9	8	9	5	4
Building Automation Systems	4	15	12	7	2
Recreation Facilities	8	7	6	3	5
Fine Arts Facilities	2	4	3	2	3
Bookstore Operations	5	8	6	4	6
Library Facilities	5	8	5	5	6
Housing	6	5	8	2	1
Parking	6	6	7	3	3
Other Facilities Efficiencies	3	8	5	7	2
Total Facilities Efficiencies Reported Monetary Impact:			<b>\$9,703,393</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Washington State Community College, Wright State University, Youngstown State University, Zane State College*

## Highlights: Facilities Efficiencies

- **Bowling Green State University** centralized all aspects of the Outside Fields and Facilities for Athletics. This allowed BGSU to generate savings on lawn care products such as fertilizer, disease control applications and overall turf management.
- **Cleveland State University's** facilities maintenance teams adjusted their staff allocation campus wide to include the new facility at no additional funding or staffing. The cost savings to CSU is \$230,000.
- **Columbus State Community College** leased parking space for \$60,000 to the neighboring art college.
- **Cuyahoga Community College** partnered with the Rock and Roll Hall of Fame and Museum, which allows for a 22,500-square-foot library of archives to be housed at the Tommy LiPuma Center for Creative Arts on Tri-C's Metropolitan Campus.
- **Miami University** reduced the need for temporary employees by sharing custodial and grounds staff seasonally; and improved management practices in covering for absences in custodial areas, reducing temporary employee needs, time wasted redirecting employees, and proper training to quickly handle new work areas.
- **North Central State College's** newest outreach center for delivery of academic programs is leased for \$1 per year from the county government.
- **Northeast Ohio Medical University** replaced its 30-year old building automation system with a more modern building automation system that is more capable and flexible, thereby improving energy efficiency.
- **Northwest State Community College** combined job descriptions and duties for Facility Technicians, which has enabled the school to reduce costs by 28% for these duties and saving the college \$22,500.
- **Ohio University** provides fueling services for the City of Athens and Athens Public Transit, reducing environmental exposure for all entities and providing cost savings. In addition, the university and the City of Athens agreed to share a road-salt storage facility, a one-time savings of \$400,000.
- **Owens Community College** decreased salt usage by 25% compared to previous years. This was accomplished by salting only after snowfall occurred, salting only the front of parking lots and key areas, and more complete and precise scraping.
- **Rhodes State College** renegotiated the terms and conditions of an existing custodial services agreement with an independent contractor to allow for a cost reduction of \$25,000 annually, providing detailed requirements, scope of work, and other terms and conditions.
- **Rio Grande Community College** closed an administrative building and moved offices to another existing building. This was done to realize savings on utilities, maintenance, etc. In addition, Rio closed one residence hall to save on utilities and maintenance.
- **Shawnee State University** contracted for the delivery of residential internet services for a savings of \$290,000, realized by shifting the cost of bandwidth delivery to Time Warner Cable and ownership of equipment to WiFi Solutions Technology Group.
- **The Ohio State University** contracted with a company to perform predictive maintenance through thermal scanning of mechanical and electrical equipment throughout campus. This effort has identified problems before a failure results in an impact to business continuity and/or major damage to the equipment.

- **University of Toledo** hired lower-cost staff to handle routine preventive maintenance tasks on HVAC equipment. By assigning the tasks to the staff based on task complexity, UT requires fewer higher-cost technicians, and is saving \$50,000 per year.
- **Wright State University** developed a shared services salt storage model with ODOT and the cities of Fairborn and Beavercreek, located on WSU's campus. Savings are based on an optimized cash flow from this just-in-time road salt usage approach to servicing our campus roadways.
- **Youngstown State University** entered into a capital lease to finance the construction of a steam plant on campus that will reduce utility expenses by \$2M per year. This will also make YSU more self-sufficient, and enhance YSU's environmental stewardship through greener energy production.

## Health & Human Services Efficiencies

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Campus Health Center	9	9	7	3	3
Health Care Policies	20	8	8	3	1
Health Care Equipment	2	3	6	1	0
Health & Human Services Staff	4	4	4	3	1
Counseling Services (non-academic)	3	12	10	6	4
Other Health & Human Services Efficiencies	6	5	8	2	5
Total Health & Human Services Efficiencies Reported Monetary Impact:			<b>\$63,217,371</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

### Highlights: Health & Human Services Efficiencies

- **Central Ohio Technical College** increased training and certifications within the Student Life Department in the areas of veterans' issues and dealing with ADHD to allow for more services to students without increasing costs.
- **Central Ohio Technical College** increased academic health services opportunities by partnering with the Career & Technology Education Center of Licking County (CTEC) in order to offer medical coding and pharmacy tech courses.

- **Clark State Community College** received the benefits of donated equipment, supplies and furnishings when local hospitals merged. This collaboration continues with the college supplying a trained labor force for the local hospital.
- **Eastern Gateway Community College** developed a MOU with local behavioral health for domestic violence and sexual assault counseling services for both employees and students, with the purpose of securing access to service and reduced cost.
- **Northeast Ohio Medical University's** new wellness facility is a public/private partnership between NEOMED and Signet Enterprises. Faculty and students are given discounts for participation in the facility, regular "competitions" are held to foster healthy behaviors, and policies in human resources promote use.
- **Ohio University** contracted the Health Center pharmacy to a regional pharmacy operation, providing expert provision of service to students at a savings to the university of \$140,000.
- **Shawnee State University** partnered with a local medical center to sponsor a physician community service event, which resulted in \$2,500 savings to the university and free physicals to student athletes.

## Public Works Efficiencies

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

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Capital Improvements	5	14	12	6	6
Infrastructure Maintenance	6	8	11	8	5
Paving/Pouring	1	5	4	3	4
Recycling	8	16	10	13	6
Trash Removal	---	6	4	6	4
Snow Removal & Salt Purchasing/Storage	5	13	8	5	7
Storm Water	1	3	5	2	5
Other Public Works Efficiencies	14	0	3	1	2
Total Public Works Efficiencies Reported Monetary Impact:			<b>\$18,926,914</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

## Highlights: Public Works Efficiencies

### Construction Management

- **Belmont College** utilized the Construction Manager at Risk (CMR) as the delivery method for the construction of the Health Sciences Center, enabling the school to economize every aspect of construction to maximize efficiency and stay within budget.
- **Clark State Community College** administered two different construction projects that were completed on time and under budget, while avoiding the costs of the OFCC project administration fees.
- **Cleveland State University** achieved an estimated \$100,000 cost savings for the new Center for Innovation in Medical Professions (CIMP) by utilizing a Construction Manager at Risk process.
- **Miami University** continues to heavily utilize new project delivery methods. East Quad renovations were completed, including renovating five separate residence halls and constructing an addition for a new dining facility. North Quad renovations are now underway, consisting of renovating four residence halls, one dining facility, and significant district energy systems replacements. Both projects utilized one manager, reduced project duration on average of four months, and conservatively saved at least 1% of total costs.
- **Southern State Community College** used Construction Manager at Risk delivery method on a new campus project. This method has built-in incentives for the construction manager that returned meaningful savings.

### Partnerships

- **Bowling Green State University** entered into a partnership with Waste Management for trash removal and recycling.
- **Central Ohio Technical College** has partnered with the City of Newark, the Newark Rotary Club and the Licking County Foundation to help construct an expansion to Rotary Park (located on grounds managed by the college).
- **Lorain County Community College** received a maximum fee credit allowance of 60% of the City of Elyria's storm water management calculated fee, due to many improvements undertaken by LCCC to improve the quality and to reduce the impact of storm water runoff on the city.
- **Eastern Gateway Community College** partnered with a local recycler to establish the college as a community drop-off for recycling.
- **Kent State University** has been partnering with the City of Kent for a storm water management system, street improvements, and water and sewer maintenance needs.
- **Marion Technical College** is sharing planning and management of projects provided by the OSU architectural department. An active roof and façade replacement project is being managed by the OSU architectural department and funded by capital appropriations from each institution.
- **The University of Toledo's** Recycling Program, staffed by students, is picking up recyclable materials at 60 Toledo Public School locations around the city. UT gets the revenue from the materials collected, estimated at \$4,500/year, while providing an estimated savings to Toledo Public Schools of \$40,000/year.

## Waste Management

- **Columbus State Community College** replaced 20 obsolete recycling trash separation containers with “one stream” containers for all recyclables to reduce landfill trash and avoid landfill tipping fees on recyclables.
- **Hocking College** has appointed a faculty member in natural resources to be a half-time director of sustainability. Through her efforts, recycling initiatives on campus are becoming more prevalent and there are current discussions around utilizing inmates to assist in recycling efforts.
- **Northwest State Community College** increased awareness of recycling programs on campus, and reduced waste to the landfill by 25%.
- **Sinclair Community College** increased revenue by \$13,979 by increasing recycling efforts on campus through awareness and additional receptacles.
- **Stark State College** reduced the number of trash pick-ups and implemented a campus-wide recycling program has increased revenue.
- **The University of Akron** was the Mid-American Conference Winner of 2014 Gameday Recycling Challenge, winning the following five initiatives: per capita recycling, waste minimization, GHG reduction, organics reduction and diversion rate.
- **University of Cincinnati** has increased recycling efforts, leading to an 8% increase in basic recycling in FY15 (2,100 tons). The university’s food composting program saw a 67% increase in FY 15 (65.58 tons).

## Other

- **Cuyahoga Community College** established The Jack, Joseph and Morton Mandel Humanities Center at Eastern Campus through a permanent endowment of \$10 million. The innovative repurposing of 11,000 square feet of existing meeting and classroom space into a creative learning environment features advanced-technology ideation rooms and seminar rooms. Additionally, the Center creates a Scholars Academy to provide innovative educational activities to high-performing humanities students who will be offered full scholarships to Tri-C.

## Economic Development Efficiencies

TYPE OF EFFICIENCY	2013	2014	NEW		
	(Number of schools implementing efficiency in 2013)	(Number of schools implementing efficiency in 2014)	(Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Monetizing Assets	9	1	5	5	2
Acquisition of Assets	1	3	5	3	4
Capital Planning Projects	1	7	9	7	8
Workforce Development Initiatives	---	8	10	8	10
Business Partnerships	---	10	10	5	6
Land Use Planning	3	3	5	4	6
Construction	3	7	10	6	6
Corporate/Industrial Park Development	0	3	0	2	0
Other Economic Development Efficiencies	9	1	4	2	6
Total Economic Development Efficiencies Reported Monetary Impact:			<b>\$46,386,738</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

### Highlights: Economic Development Efficiencies

- **Northwest State Community College** partnered with Napoleon High School and Automatic Feed Company to engage high school students. NSCC offered four technical classes at AFCo to Napoleon High School students over the course of the 2014-2015 school year. Thirteen students received 12 college credit hours that can all be applied toward an engineering degree.
- **Clark State Community College** collaborated with the City of Springfield under a Joint Use Agreement arrangement to construct hangars at the local airport. One of the hangars will be dedicated to the college for use in UAV, precision agriculture and other academic programs. The students trained in these programs will go to work for regional employers; there is a shortage of trained labor predicted in these employment fields.
- **Central State University** has been working with Xenia in water system infrastructure. Xenia has also provided support for road repairs and support for building renovations.

- **Northeast Ohio Medical University** opened the NEOMED Education and Wellness (NEW) Center, which was the culmination of a public-private partnership between NEOMED and Signet Development whereby Signet provided NEOMED with comprehensive, turnkey development and finance services for the project, including the direction and oversight of all design, construction, finance and management activities.
- **Cuyahoga Community College** has joint use agreements with eight Cleveland-area nonprofit institutions. These agreements allow for in-kind contributions to be negotiated with the institutions to benefit the college and its students, including free student memberships to the Cleveland Museum of Art, clinical rotations with St. Vincent Charity Medical Hospital, internships, fellowships and seminars at the Western Reserve Historical Society, and use of the Rock Hall's "Soundstage" for performances by the college's Recording Arts Technology program. Total annual in-kind contributions are valued at more than \$2.1 million, a majority of which directly benefits students.
- **Columbus State Community College** has expanded manufacturing business partnerships through a National Science Foundation Advanced Technical Education grant, which includes work-study options for current students. Students are hired and paid for part-time work while they complete their Associate of Science in Engineering Technology degree.
- **Belmont College** transferred five acres to ODOT for exit ramp road relocation with a monetary gain of \$129,700. The college will directly benefit from the new roadway through improved and safer access to the main campus, natural science and health sciences centers. Additionally, the college signed an agreement with Rice Energy for the leasing of the oil and gas rights under lands owned by the college, receiving an initial bonus payment of \$443,448.
- **Cleveland State University** initiated a ground lease for 50 years with the a Cleveland Municipal School District (CMSD) to allow it to build a new K-8 International School on CSU parking lot. This lease will generate \$44,400 per year for the next 50 years.
- **Marion Technical College** partnered with Columbus State Community College, Central Ohio Technical College and Union County Economic Development to apply for the RAPIDS grant from the Ohio Department of Higher Education. This grant was awarded and will fund the purchase of equipment to provide on-site training for manufacturing firms in the service areas of each institution.
- **North Central State College** partnered with the local Workforce Partnership Coalition along with Mansfield Madison and Pioneer Technology Career Center to provide workforce training throughout the region.
- **Terra State Community College** received \$1.2 million in capital funds for the construction of a new campus entrance road. Through a joint effort and partnership, the Ohio Department of Transportation provided its design and construction administration services to the college.
- **The University of Toledo**, through the RAPIDS grant process, has been working with northwest Ohio higher education partners on a project that will provide two, 20-foot education trailers that will be used by the entire consortium with a strategic focus of providing industrial automation training for plant floor maintenance technicians.

## 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.

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Communications Systems	9	12	<b>21</b>	<b>5</b>	<b>13</b>
Consolidated/Joint Operations	10	5	<b>11</b>	<b>6</b>	<b>14</b>
Safety Equipment	6	11	<b>14</b>	<b>8</b>	<b>7</b>
Safety Staffing	9	8	<b>9</b>	<b>7</b>	<b>8</b>
Security Services-Implemented	5	10	<b>12</b>	<b>5</b>	<b>9</b>
Other Public Safety Efficiencies	10	9	<b>7</b>	<b>6</b>	<b>13</b>
Total Public Safety Efficiencies Reported Monetary Impact:			<b>\$2,273,300</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Washington State Community College, Wright State University, Youngstown State University, Zane State College*

### Highlights: Public Safety Efficiencies

- **Bowling Green State University** worked with the Ohio Attorney General’s Office and the Ohio Peace Officer Training Academy to host a campus sexual assault training seminar for the region on July 21 and then helped publicize it to get local agencies and college/university agencies to send representatives.
- **Cincinnati State Technical & Community College** entered into a shared services contract for police/emergency dispatch services with the University of Cincinnati Police Department. The new contract enables the college to have dispatch services 24/7 while reducing expenses by \$50,000.
- **Cleveland State University** entered into an agreement with the Ohio Department of Public Safety (ODPS) and the Ohio Homeland Security Division (OHS) for the purpose of providing a canine unit for use in explosive detection and general patrol.
- **Columbus State Community College’s** police department has established partnerships with Franklin University, Delaware County Sheriff’s Office, Reynoldsburg Police Department, Worthington Police Department, Powell Police Department, Westerville Police Department and the Ohio Association of Chiefs of Police (OACP) to create quality training and a pathway to a college degree for police personnel.

- **Cuyahoga Community College** provided a safety data sheets (SDS) registry on the emergency management website to guarantee that employees have quick access to safety information regarding chemicals they might encounter in the workplace. The online platform also enables the college to provide first responders with access to SDS prior to their arrival on scene, saving first responders precious minutes in trying to address potentially hazardous situations.
- **North Central State College** partnered with OSU Mansfield to share security communication, safety services, safety equipment and security. To gain efficiency, NC State merged with OSU Mansfield in the use of the Buckeye Alert System.
- **Northeast Ohio Medical University's** police department now has an agreement with the Portage County Sheriff's office for dispatching services, which streamlines emergency services for entire university. In addition, the NEOMED police department now has a mutual aid agreement with the Portage County Sheriff's office for dispatching services as well as emergency assist if needed for any emergency on campus.
- **Northwest State Community College** and Four County Career Center have joined together to implement a radio system to provide communication in the event of an emergency, as well as with county emergency dispatch for law enforcement, fire and EMS services.
- **Ohio University** has entered into mutual aid agreements with the City of Athens Police Department and the Athens County Sheriff. Campus and community gatherings and information events are organized by the joint Police/Community Advisory Council.
- **Rhodes State College** is utilizing its partnership with OSU security to allow for investigation of criminal cases, patrol and law enforcement presence during the day.
- **Shawnee State University** obtained two additional bikes through a partnership with the SSU Development Foundation, adding two patrol (police) officers to the bike patrol program. This enhances the ability to promote Shawnee State's philosophy of "Community Policing" by increasing police contacts with the campus community.
- **Terra State Community College** hosted Operation Geronimo, a full-scale training exercise for emergency response personnel based in and around Sandusky County, Ohio. Local, county and state law enforcement personnel, fire personnel, emergency medical services, county and state Emergency Management Agencies, personnel from ProMedica Memorial Hospital and community volunteers participated in the exercise.
- **The University of Toledo** Office of Public Safety moved to a one-vendor solution to provide the campus community three safety technologies previously deployed by separate vendors: emergency text messaging, a smart phone safety application and crime tip text messaging. Moving from three vendors to one reduced annual costs by \$5,000 and offers a more user-friendly product to the campus community.
- **Wright State University** implemented the Rave Guardian Public Safety Application. RAVE allows users the ability to send text, pictures and video messages to report crimes or other safety concerns on campus. It also allows users to have a virtual safety escort on campus.
- **Youngstown State University** has entered into a joint operations agreement with the City of Youngstown's police department to create a joint safety zone.

## Fleet Management & Operations Efficiencies

<u>TYPE OF EFFICIENCY</u>	<b>2013</b> (Number of schools implementing efficiency in 2013)	<b>2014</b> (Number of schools implementing efficiency in 2014)	<b>NEW</b> (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
Transportation Operations	10	7	<b>10</b>	<b>2</b>	<b>3</b>
Vehicle or Equipment Maintenance	4	5	<b>10</b>	<b>5</b>	<b>1</b>
Vehicle or Equipment Purchasing	5	5	<b>13</b>	<b>6</b>	<b>5</b>
Efficient Practices-Fueling	5	8	<b>11</b>	<b>1</b>	<b>5</b>
Other Fleet Management & Operations Efficiencies	4	7	<b>7</b>	<b>4</b>	<b>3</b>
<b>Total Fleet Management &amp; Operations Efficiencies Reported Monetary Impact:</b>			<b>\$439,925</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

### Highlights: Fleet Management & Operations Efficiencies

#### Purchasing

- **Cleveland State University's** fleet management relies on purchasing through the State of Ohio contract in order to reduce vehicle costs up to \$10,000 off the individual MSRPs.
- **Shawnee State University** purchases vehicles from the Ohio Department of Administrative Services state surplus whenever possible, for cost savings of up to 75% relative to a new vehicle.
- **The University of Toledo** eliminated three vehicles and insurance policies by purchasing a multi-purpose vehicle. The University of Toledo saved \$63,000.
- **The University of Akron** uses multiple consortium contracts (state, CUE or independent bids) to purchase new vehicles to obtain the best overall pricing available.

#### Partnerships

- **North Central State College**, in collaboration with OSU Mansfield and the City of Shelby, have partnered with the local Richland County Transit to provide transportation for students.
- **Ohio University** instituted a DoubleMap program to display location of campus buses on campus circular routes. Use of this system has enabled a partnership with Athens Public Transit in a shared ridership program and has increased ridership.

- **Miami University** is sharing fuel pumps with Butler County Rapid Transit Authority and the Talawanda School district.
- **Youngstown State University** has contracted with both the local transit authority and a private vendor to provide shuttle services to, from and around campus. Services have been extended to provide shuttle services to other local destinations that are not in the immediate campus vicinity.



## Category: Energy Efficiency

**Energy Efficiencies** seek and refine sustainable methods utilized by institutions to procure and use energy in the most cost-effective manner.

**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.

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
H.B. 251 Energy Improvements	28	15	13	12	5
Lighting Systems	9	15	17	11	2
Heating & Cooling Systems	9	17	19	6	3
Electricity	8	19	17	10	7
Natural Gas	4	20	12	8	7
Utility Monitoring	5	16	12	7	4
Other Energy Efficiencies	18	11	12	4	3
Total Energy Efficiencies Reported Monetary Impact:			<b>\$79,040,641</b>		

*Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College*

### Highlights: Energy Efficiencies

#### Building Improvements

- **Belmont College** completed a \$2 million dollar HVAC and Lighting System Upgrade project at the Main Building. A large portion of the HVAC systems was replaced while adding a building automation

system. Belmont College also replaced a substantial portion of the lighting systems with LED lights and added various updated controls such as occupancy sensors and digital scheduling equipment, along with dimming capability.

- **Clark State Community College** replaced interior lighting with more energy-efficient lamps. These new lighting systems in several buildings are now more cost-efficient, resulting in reduced electric utility bills in those buildings on an ongoing basis.
- **Cleveland State University** achieved a total cost avoidance calculated against the baseline of \$3,650,101 and \$2,702,785 if the energy use was compared to the “base year” data. Cost avoidance was calculated using the actual prices of FY 2015.
- **Columbus State Community College** has reduced energy consumption by 23.3% and receives continual cost savings of procuring natural gas and electric at below-market rates via the Ohio Department of Administrative Services consortium.
- **Eastern Gateway Community College** completed its HB 251 energy project, with anticipated 12-month savings of \$132,956.
- **Lorain County Community College** completed a major energy efficiency lighting retrofit project that addressed the replacement of old fluorescent lamps with magnetic ballasts to T-8 lamps and electronic ballasts; conversion of recessed “can” lights from incandescent or fluorescent to LEDs; and installation of occupancy sensors in the conference center and theater.
- **Wright State University** built two new buildings. Both the new Neuroscience and Engineering Collaboration building and the LEED-certified new Student Success Center are designed to be more energy efficient than buildings designed to code minimum requirements. This is based on the estimated cost of new high-efficient buildings, fed from regional chilled and heating water vs. code minimum buildings with stand-alone equipment.
- **The University of Toledo’s** efforts to improve energy performance through Facilities and Construction’s SEED [Sustainability, Energy Efficiency and Design] initiative have led to a far lower energy use per square foot than comparable universities in terms of climate and student population. These reductions amount to \$2.8 million dollars in cost savings per year in utilities for the university.
- **Shawnee State University** participated in the EnerNOC Demand Response Program, resulting in \$26,305.78 in rebates by reducing load during audit periods.

### Partnerships

- **Central Ohio Technical College** partnered with The Energy Cooperative (natural gas) on the construction of the campus’ new facilities operations building. The Energy Cooperative provided and installed the new gas service at no charge to the college.
- **Cincinnati State Technical & Community College** participates in Duke Energy’s “call option” of the Power Share program, a demand response program that rewards businesses for adjusting energy consumption levels during peak time periods. CSTC will receive \$46,830 for participating.
- **Marion Technical College** shares cost of energy with OSU, based upon on-campus student FTE. Additionally, the campus converted several exterior light fixtures from HID to LED, with a ¼ reduction in energy use.

## Organizational Structure

- **Zane State College** implemented a schedule change in the building occupancy hours to reduce energy consumption. In addition, the IT department implemented a shutdown procedure for computer systems during the same time period to use less energy during the evening and weekends. The net result of these changes was an overall reduction of \$15,247 and a reduction in KWH of 126,278.
- **The Ohio State University** assembled an Electric Meter Team to improve the electric metering program. The team reconciled data and information that was housed in multiple databases. This allows for a more cost-effective use of in-house resources to install, maintain and read meters.

## Utilities

- **Cuyahoga Community College** competitively bids out large natural gas volume buys using a “NYMEX Plus” approach. This means that the college buys the gas at the NYMEX trading price (purchase price at the Henry Hub in Louisiana), plus the cost of transportation and supplier margin. Each year, the college seeks bids for our anticipated annual gas usage from the four or five top suppliers who can deliver gas to the territory. The bidders are supplied with the anticipated annual usage profile (by month), and are asked to provide their bids. The bids are tabulated and compared with budgeted gas rates, and the contract is awarded to the supplier offering the best value. The college is able to hedge the cost of gas, avoiding volatile rate changes during winter months.
- **Kent State University** is exercising the option to change the Minimum Generation Requirements contained in the Partial Service Rider of its host utility electricity tariff. This, combined with changes to the controls associated with the university’s Combined Heat and Power combustion turbines, has allowed Kent State to actively participate in Economic Demand Response activities. Estimated revenue stream is about \$500,000 per year or greater.
- **Lakeland Community College’s** award-winning Energy Performance Contract continues to exceed guaranteed savings. The college has reduced utility consumption by 36% in electricity, 46% in natural gas, and 18% in water usage, and has exceeded annual savings of \$550,000 per year in annual utility costs for the past five fiscal years.
- **Miami University’s** current operation of “shopping” for energy and running generation for peak shaving has saved the university \$1.7 million. Participation in the demand response program generated \$330,000 in revenue.
- **Youngstown State University** has entered into a 16-year capital lease and energy performance contract to construct a natural gas-fired steam plant on campus. This will result in annual savings estimated to be \$2 million per year. This will also make YSU self-sufficient; and will enhance the university’s environmental responsibility by moving to a cleaner energy solution.
- **University of Cincinnati** issued gas and electric RFPs and received favorable pricing. A consultant managed the PJM peak load contribution and helped manage assets in the PJM real-time market. The university will incur no capacity costs, which will save \$2,500,000.
- **Northwest State Community College** received rebates in excess of \$6,000 for energy curtailment with Energy Curtailment Specialists/NRG.

- **Ohio University** performed maintenance work on its district steam system, which yielded 30% less water use and 19% less energy use when adjusted for degree days, for a total savings in excess of \$300,000 in the first four months.
- **Owens Community College** has partnered with various third-party agents to apply for and receive certain and significant rebate awards. All rebates are sponsored by PJM, the regional transmission grid owner. The college will receive a \$16,046 rebate for the installation of more than 12,000 energy efficient light fixtures throughout the Toledo campus.
- **Sinclair Community College** avoided costs in the amount of \$111,476 as a result of natural gas price hedging on the NYMEX in partnership with Constellation. This is based on annual consumption and is accomplished in increments to achieve the highest level of cost avoidance estimates at the time the pricing is established for the winter strip.



## Category: IT & Educational Technology

**IT Efficiencies** refine campus' purchasing and implementation processes for IT services, equipment and software.

TYPE OF EFFICIENCY	2013 (Number of schools implementing efficiency in 2013)	2014 (Number of schools implementing efficiency in 2014)	NEW (Number of schools implementing efficiency in 2015)		
			Implemented	Increased Efforts	Partners
AV/Copier/FAX Purchasing & Management	5	18	15	4	2
Printing Services	3	11	13	8	3
Hardware Purchasing & Management	4	17	18	9	5
Software Purchasing & Management	13	15	18	7	7
End-User Device Management & Support	10	11	12	5	4
Application Development/ Hosting/Support	15	13	10	6	6
Data Recovery/Disaster Management	10	10	13	4	3
Data Centers	5	12	9	6	4
Co-Location of Technology Infrastructure	6	10	5	3	5
Server, Data or Network Management & Operations	16	16	13	8	4
Technology Sharing	11	6	3	1	5
Telephone Systems	9	12	11	3	2
Internet Services	3	10	9	3	6
Campus Email System Maintenance & Hosting	5	14	19	1	3
Website Design, Maintenance or Hosting	6	10	8	5	1
IT Staffing	10	12	11	7	1
Other IT Efficiencies	16	9	11	4	1
Total IT Efficiencies Reported Monetary Impact:			<b>\$12,826,485</b>		

Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Washington State Community College, Wright State University, Youngstown State University, Zane State College

## Highlights: IT & Educational Technology Efficiencies

### Printing

- **Belmont College** eliminated 41 desktop and network printers, all inkjet printers, and redirected users to more efficient and cost-effective multi-function network copiers. Additionally, Belmont implemented user account codes on all network multi-function copiers to eliminate unauthorized use and to discourage personal use. Cost savings was \$9,213.98 over a four-month period.
- **Zane State College** restructured printing processes to limit printing to educational purposes only. Students now use their swipe ID cards to purchase printing at established print/copy kiosks in each building. Overall student printing has declined by 75%, employee printing has declined by 3% and color printing has declined by 84%. Thirty-three aging printers have been removed or reallocated.
- **Rhodes State College** renegotiated a five-year lease and maintenance contracts for copiers, replaced obsolete and inefficient copiers, and updated to latest technology that better serves the college community for an annual savings of \$52,000, or \$260,000 over five years.

### Contracts

- **Bowling Green State University** moved to the Adobe Marketing Cloud in order to save \$35,000 per year. The adoption of the target analytics will greatly enhance the user experiences, especially for prospective students.
- **Central State University** created a policy that all hardware and software must be approved and priced by IT before a Purchase Order can be generated.
- **Washington State Community College** contracted email services to Google for Education and saved approximately \$25,000 from savings to upgrade hardware and storage.
- **Clark State Community College** assessed all student network systems and transitioned to all student-facing web systems with single usernames and passwords. The web-based systems are federated with each other so logging into one allows the user to navigate to the others without having to log in again.
- **Northwest State Community College** migrated virtual servers away from a hypervisor that required \$8,200 a year in additional licensing. The hypervisor for virtual machines was already included in licensing of other software.
- **Wright State University** negotiated a three-year purchasing agreement with Cisco and HP for wired network equipment resulting in favorable discount rates. This resulted in multiple modes of network equipment replaced at a 72.5% discount and no maintenance costs.

## Partnerships

- **Cincinnati State Technical & Community College** opted to build upon an existing VDI environment rather than replace the computer hardware leases. Net savings is roughly \$400,000-\$500,000.
- **Shawnee State University** continues to realize significant savings from its partnership with Bowling Green State University and Ohio University, having established a statewide Cisco agreement for purchasing hardware at a 68% discount and annual Smartnet support at a 39% discount. With new equipment purchases for FY15, SSU saved \$557,000 in discounts.
- **North Central State College** negotiated broadband services with OARnet for the college satellite locations and shared bandwidth with OSU-Mansfield at the main campus, for an annual costs savings of \$163,000.
- **University of Cincinnati's** shared IT Services Partnership Agreement with State of Ohio Supercomputer provides UC a cost-effective and secure site to host university data, provide reliable backups for massive amounts of data and warp-speed business continuity in case of local outages.
- **Terra State Community College** partnered with the University of Toledo for purchasing power. Terra began purchasing computers through Dell using the University of Toledo's purchasing agreement. Average savings for Terra State is \$400 per computer system.

## Organization Structure

- **Kent State University** redesigned regional wide area network to enhance network access for an estimated \$200,000 that can be reallocated to other IT areas.
- **Marion Technical College** reorganized the IT department, and the reorganization resulted in a reduction of two full-time employees with an annual savings of \$150,000.
- **Miami University** consolidated three disparate management systems onto a single platform that produced increased staff productivity and improved transparency to the client base.



## Category: Procurement Efficiencies

**Procurement Efficiencies** streamline purchasing practices that are implemented systematically and strategically for an institution or group of institutions.

TYPE OF EFFICIENCY	2013	2014	(Number of schools implementing efficiency in 2015)		
	(Number of schools implementing efficiency in 2013)	(Number of schools implementing efficiency in 2014)	Implemented	Increased Efforts	Partners
Vendor Contract Renegotiations	11	13	12	14	3
Procurement Practices	34	16	17	16	9
Campus Insurance	20	14	18	6	16
Pooled Healthcare	11	6	10	6	8
Joint Purchasing	34	14	13	11	12
Other Procurement Efficiencies	---	---	12	4	3
Total Procurement Efficiencies Reported Monetary Impact:			<b>\$44,051,945</b>		

Data includes Belmont College, Bowling Green State University, Central Ohio Technical College, Central State University, Cincinnati State Technical and Community College, Clark State Community College, Cleveland State University, Columbus State Community College, Cuyahoga Community College, Eastern Gateway Community College, Edison Community College, Hocking College, Kent State University, Lakeland Community College, Lorain County Community College, Marion Technical College, Miami University, North Central State College, Northeast Ohio Medical University, Northwest State Community College, Ohio University, Owens Community College, Rhodes State College, Rio Grande Community College, Shawnee State University, Sinclair Community College, Southern State Community College, Stark State College, Terra State Community College, The Ohio State University, University of Akron, University of Toledo, University of Cincinnati, Wright State University, Youngstown State University, Zane State College

### Highlights: Procurement Efficiencies

#### OACC Insurance Group

- **Columbus State Community College** was one of several participants in the Ohio Association of Community Colleges (OACC) Risk Management and Insurance Program. The FY15 efficiency savings for the OACC Group Programs vs. stand-alone coverage for Columbus State was \$200,129 for property and casualty insurance combined.
- **Edison Community College** participated in the OACC Insurance Program, avoiding an additional \$10,701 in insurance costs.

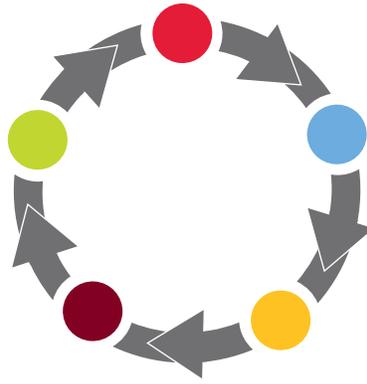
- **Belmont College** participated in the OACC group insurance programs, which saved an estimated \$60,552 over stand-alone coverage.
- **Rhodes State College** participated in the OACC Risk Management & Insurance Program Group Property and Casualty Program (versus stand-alone coverage), realizing a total estimated efficiency savings of \$76,213 (casualty insurance estimated savings in premiums of \$15,598 (actual versus estimated market); property insurance estimated savings of \$60,615 (actual versus estimated market)).

### Consortia Purchasing

- **Kent State University** utilized consortia purchasing agreements (i.e., IUC agreements, State of Ohio contracts, E&I, NJPA, and US Communities agreements) in order to maximize savings opportunities while remaining in compliance with Ohio Revised Code competitive bidding requirements. Estimated cost avoidance in FY15 was \$1,867,389.
- **Belmont College** utilized The Cooperative Purchasing Network (TCPN) to purchase nursing lab equipment for the new Health Sciences Center at a 20% savings, which saved the college \$30,475.
- **Marion Technical College** joined a health insurance consortium for the benefit of group purchasing power and improved rate stability, which saved \$200,000.
- **Shawnee State University** previously carried a comprehensive travel assistance policy for international travel by students and staff. The cost of this policy was \$15,104. After consulting with the IUC Insurance Consortium broker, Shawnee State was able to secure a comparable combination of travel assistance coverages and add a travel health policy for \$3,670, an 84% expense reduction with enhanced protection.
- **Wright State University** participates in a statewide licensing consortium for two software packages: Visual Compliance (for screening of “restricted parties”) and i-Thenticate (plagiarism detection software). Consortium pricing results in significant savings for the university and supports research compliance efforts.

### Procurement Protocol and Practices

- **Cleveland State University** is implementing an electronic procure to pay system. This will change from the current manual, handwritten, paper purchase requisition process to an electronic system resulting in a number of efficiencies including the reduction in work processes that will lead to reallocation of resources and review of all purchases by the Purchasing Department, resulting in a cost reduction as more purchases will be channeled through contracts, new contracts established and existing contracts renegotiated. It will also expedite the ordering process.
- **Ohio University** has implemented a standardized independent contractor program with uniform templates, standard guidance and unit signature requirements as a way of ensuring compliance with external regulatory requirements and improving process efficiency.
- **The University of Akron** implemented four additional campus-wide eProcurement contract catalogs that improve efficiency and reduce costs on commonly purchased supply items. The eProcurement tool utilized is a fraction of the cost of similar tools used at other state agencies.



As Ohio's public institutions of higher education implement more efficient practices into their operations, academic programming and fiscal management, the State encourages the institutions to continuously review these practices and ultimately redeploy any potential savings to the affordability and quality of education. The goal is for Ohio's students to truly realize a savings in their pursuit of higher education.

The Ohio Department of Higher Education looks forward to the Efficiency Advisory Committee having a robust and productive 2016, taking action on the Task Force's recommendations and the efficiency items from Ohio's budget. The Department will work with the institutions to implement the recommendations laid out in the Task Force's report, and the Efficiency Advisory Committee will be instrumental in this effort.

As this report indicates, the Department recognizes and values the great work our public campuses have done to operate more efficiently, reduce costs and improve the quality of education for students. This is no simple task; however, with strong collaboration and innovative thinking, this work will benefit Ohio's students for generations to come.

